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Corporate social responsibility and employee's desire: a social influence perspective

企业社会责任感 与员工意愿: 社会影响观点

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ABSTRACT

Corporate social responsibility (CSR) is an increasingly important topic in management, especially in organizational behavior field across the globe; however, this concept is still in its infancy in Pakistan. In this study, we examined the effect of employees' perceptions about CSR on their *Desire to have a Significant Impact through Work* (DSIW). We suggested the serial mediation of *organizational identification* and *organizational pride* in this relationship. The time-lag data of middle managers were collected from a well-known Pakistani firm that is actively engaged in CSR. The data consist of 187 observations and were analyzed using structural equation modeling in AMOS software. The results show that CSR positively affects employees' identification that in turn make employees proud of their organizational membership and finally pride leads to employees' DSIW. The study contributes in CSR and organizational behavior literature and provides managerial implication to enhance the positive psychological state of employees.

摘要

企业社会责任 (CSR) 在管理领域是一个日益重要的课题, 尤其在全球组织行为领域, 然而这一概念在巴基斯坦还处于起步阶段。在本研究中, 我们检验了员工的CSR认知感对他们在工作中期待有重大作为 (DSIW) 的影响。在这一关系中, 我们强调了一系列组织身份感与组织荣誉感的重要性。我们从一家著名巴基斯坦公司的中层管理人员收集了时滞数据, 该公司积极致力于企业社会责任。数据由187个观察结果组成, 并在AMOS软件中用结构方程模型 (SEM) 进行了分析。结果表明, 组织的企业社会责任对员工的身份认同有积极影响, 从而使员工对作为企业的一员感到自豪, 这种自豪将最终导致员工的 DSIW。这项研究不仅对企业社会责任和组织行为领域的文献发展做出了贡献, 并对增强员工的积极心理状态提供了管理方面的建议。

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Introduction

In this modern era, the organizations are not only expected to develop the global economy but also to contribute to the reconciliation of ecological, economic, and social

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dimensions (Pajo & Lee, 2011). Gradually, corporate social responsibility (CSR) is becoming essential for a corporation's strategy as it is a way through which a firm can build shared value in local communities (Kramer & Porter, 2011; Visser, 2011). CSR is 'context-specific organizational actions and policies that consider the stakeholders' expectations and the triple bottom line of economic, social, and environmental performance' (Aguinis, 2011, p. 855). Organizations are recognizing that goals and values of CSR are essential to be pervasive in all business units and processes.

A visible transition in CSR literature from the macro level to micro level has been evident during the last decade. The macro level of CSR is concerned with the institutional and organizational level (e.g. external stakeholders, financial performance), while the micro level deals with the individuals (internal stakeholders) (Aguinis & Glavas, 2012). Employees (at a micro level) are one of the most important internal stakeholders and also the source of sustained competitive advantage (Wright, McMahan, & McWilliams, 1994). For the organizations that want to gain a competitive edge, it is necessary to invest in the activities like CSR that motivate their employees (Gond, El Akremi, Swaen, & Babu, 2017). This study examines the link between CSR and the growth of appropriate desire for socially responsible employees.

Past research shows a positive correlation between CSR and workforce outcomes (De Roeck, El Akremi, & Swaen, 2016; Hameed, Riaz, Arain, & Farooq, 2016). Most of CSR and organizational behavior literature focuses on employees' behaviors ignoring the employee's psychological state, e.g. emotions and desires. Employees' emotions and desires could work as underlying mechanisms that result in action behaviors (e.g. performance, organizational citizenship behavior, turnover). Desire reflects the intense feelings that need to be converted into actions. The study of the desire is critical in moving this field onward as it could provide a psychological explanation on which the model of CSR and employees' outcomes can be built.

The current study aims to investigate the impact of CSR on employees' Desire to have a Significant Impact through Work (DSIW). Apparently, both concepts seem similar as CSR is the company's voluntary activities to affect the lives in society and DSIW refers to a substantial influence of employees on the world and the lives of others (Gully, Phillips, Castellano, Han, & Kim, 2013). To the best of our knowledge, the relationship between CSR and DSIW has never been discussed in the literature, and the current study is the first to take the initiative in this direction. Unlike the previous studies, this study focuses on the very basic idea of creating a desire in human resource of the organization. The study of this relationship is important because positive desire can keep the employees motivated and involved in constructive action behaviors.

Furthermore, going deep into the CSR and desire relationship we assume the feeling of working with a reputable organization is critical. So, we propose that organizational identification and organizational pride mediate this relationship. Organizational identification refers to be one with the organization and pleasure in the membership of the organization is known as organizational pride. Previous studies found that organizational pride leads to identification (De Roeck et al., 2016; Jones, 2010) but we assume on the contrary that identification leads to pride. Our assumption is more logical than previous studies because first employees are identified with the organization, then they will be proud of its membership. The sequential mediation of identification and pride can help in understanding the underlying mechanism of CSR and DSIW relationship.

Most of CSR and organizational behavior literature is based on the evidence from developed countries and is starting to be mature; however, this phenomenon in developing countries is still underdeveloped (Rupp, Shao, Thornton, & Skarlicki, 2013). Many studies reveal that Western organizations are better than Asian organizations in many facets of CSR (Dirany, Jamali, & Ashleigh, 2009; Low, 2004; Welford, 2004). CSR concept is still new and limited to educational syllabuses in emerging economies. Most of the companies are still static with conventional profitability approach and are reluctant to adopt CSR practices. Generally, MNCs and large local businesses take the initiative by spending money in CSR. NGOs and associations are also working to bring awareness about the green environment and social welfare. There is an imminent need to steer the CSR research to make organizations mindful of the importance and hidden benefits of CSR in developing countries.

The data were collected from a Pakistani organization which might be helpful to comprehend the cultural effect in this phenomenon. The current study of CSR and employees' outcomes seems interesting and will contribute to CSR literature providing evidence from South Asia. Overall, the study contributes to CSR and organizational psychology literature by providing a complete model of CSR and DSIW explaining the reason of this relationship with the help of social influence theory and social learning theory. The next section of the paper deals with theory building and hypotheses development, methodology, results, discussion, and conclusion.

Theory building and hypotheses development

Corporate social responsibility

CSR refers to

caring for the well-being of others and the environment with the purpose of also creating value for the business. CSR is manifested in the strategies and operating practices that a company develops in operationalizing its relationships with and impacts on the well-being of all of its key stakeholders and the natural environment. (Glavas & Kelley, 2014, p. 171)

During the last decade, a significant rise in CSR research has been seen in management. Almost as twice many as the CSR literature has been published in this era compared to the previous decade (2005–2015) (Glavas, 2016; Gond et al., 2017). Companies understand that employees are engaged with organizations in various roles, and their behaviors are the source to generate the overall impact (Amit & Zott, 2012; Kramer & Porter, 2011). The importance of employees to bring the change regarding social well-being, green environment, and sustainability is well recognized by the companies that they are taking initiatives to improve the relations with their employees and other stakeholders (Money, Pain, & Hillenbrand, 2015).

The impact of CSR on DSIW

DSIW refers to the preference of the employee to do a job that has a substantial influence on society and the lives of others (Gully et al., 2013). It is the employee's desire to affect the lives of their surrounded people and society through the work they perform in the workplace. DSIW does not focus on individual development; rather, it concentrates on making a

remarkable effect on others through work (Gully et al., 2013). It is the desired level of the occupation in employees that measures the desire of making huge effect doing their work. Research provides support that employees have different desire levels to create a difference (Everett, 1995) and some of them think that the primary purpose of their job is to bring the positive change in the lives of other people (Colby, Sippola, & Phelps, 2001; Ruiz-Quintanilla & England, 1996).

Employees are influenced by the organizational activities through their perceptual process and change their attitudes, behaviors, and desire accordingly (Dijksterhuis & Knippenberg, 1998). Social influence is the change in the feeling, attitudes, and behaviors due to the interactions with other individuals or groups. Kelman (1958) suggests three levels of social influence: (1) compliance, (2) identification, and (3) internalization. Compliance is the lowest level of influence when people hold their dissenting opinions beside the agreement. Identification is the next stage, and it is the change in attitude or behavior, and internalization is the highest level of influence when people accept the influence completely and show it publicly and privately taking a change in behaving and attitude. Internalization is the result of the congruence of values of both parties.

Employees' positive perceptions of CSR create a positive image and make the organization attractive to them (Glavas & Godwin, 2013). We argue that company image and attractiveness influences employees and they tend to accept the influence in whole resulting in internalization. This internalization results in the desire to behave in the same way as the organization does. The employees who want to change the other lives find a match between organizational and their values. This congruence results in strong DSIW. Based on the above arguments, we hypothesize that

Hypothesis 1: Employees' CSR perceptions positively impact their DSIW at the workplace.

Mediation of organizational identification between CSR and DSIW

Organizational identification is the perceived oneness with the company (Mael & Ashforth, 1992). It is the applied and specific form of social identification. Social identity theory states that (1) individuals attempt for a positive self-concept and (2) one's identity somewhat comprises one's participation in social gatherings (e.g. businesses) (Hogg & Terry, 2000). Social identity theory proposes that people want to have a constructive social identity that they can halfway accomplish by getting the participation of different social groups (Ashforth & Mael, 1989; Tajfel, 1982). Social identification depends on social categorization and self-enhancement process (Tajfel, 1982). In the era, organizations are distinctive among other social groups to drive social identity for the employees (Hogg & Terry, 2000). Organizational identification is the coincidence amongst association's and worker's meaning of self (Ashforth & Mael, 1989). The employees want to work with the companies of reference that satisfy their mental needs and are like their particular values and qualities, through a self-categorization process (De Roeck, Marique, Stinglhamber, & Swaen, 2014).

According to social influence perspective, identification is the change in attitude due to social influence (Kelman, 1958). CSR activities result in positive perceptions of employees about their organization (Glavas & Kelley, 2014) because it generates reputation and positive image of the company in the society (Brammer & Millington, 2005; Orlitzky, Schmidt, &

Rynes, 2003). Employees value the others' views about the company image and reputation and love to tell the people they are the member of that company and consider its success and failure as their own (Mael & Ashforth, 1992). All these positive aspects of organization influence the employees to change their attitude. Based on social influence perspective (Kelman, 1958), we propose that organizational image and reputation influence them to be identified with the company.

Identification occurs when someone accepts the influence of the social group to establish a satisfying self-defining relationship with it (Kelman, 1974). CSR literature provides empirical support for this relationship (De Roeck et al., 2014; Evans, Davis, & Frink, 2011; Farooq, Payaud, Merunka, & Valette-Florence, 2014). When employees are identified with the company, their next level is to behave in the same way as the organization does. Identification provides the path to CSR and DSIW relationship. We argue that identification with the company makes the employees imitate the organization's CSR activities through internalization process that positively affect their DSIW. The positive impact of CSR through identification results in positive change in their desire as they find internalization rewarding for them. On the above arguments and theoretical support, we hypothesize that

Hypothesis 2: Organizational identification mediates between perceived CSR and employees' DSIW.

Mediation of organizational pride between CSR and DSIW

Organizational pride is the esteem that people consider for the social membership which additionally makes a feeling of significance (Blader & Tyler, 2009). Pride is shown by a sense of fulfillment and lifts a sense of self-worth (Herrald & Tomaka, 2002) and self-esteem of workers (Blader & Tyler, 2009). Pride is recognized with one's accomplishment that can likewise be acknowledged with another's accomplishments in the family, gathering, or company (Tracy, Shariff, & Cheng, 2010). Organizational pride is an attitude refereeing to a stable evaluative statement about the worth of the company in intra-organization comparison. It is not based on the single event rather established through a series of events (Arnett, Laverie, & McLane, 2002; Goudarzi, Llosa, Orsingher, Gouthier, & Rhein, 2011). Employees with pride have an unusual state of support that depends on the experience and learning in the organization (Fairfield, Wagner, & Victory, 2004).

CSR influences the employees' perception positively (Glavas & Godwin, 2013) and they value that positive image and reputation of the company (Brammer & Millington, 2005). We suggest that this reputation makes the employees proud because through the self-categorization and self-differentiation process, their need of self-esteem is achieved. They evaluate their company as high worth in intra-organizational comparison. Employees' pride in the organizational membership leads to DSIW. As social learning theory (Bandura & Walters, 1977) suggests that people observe something better they tend to imitate. Their pride in organization increases the tendency to behave in the same good things that the organization does. Thus, we propose that employees due to their pride in organizational membership develop the desire to impact others' lives through their work.

Hypothesis 3: Organizational pride mediates the relationship between CSR and employees' DSIW.

Sequential mediation of organizational pride and organizational identification between CSR and DSIW

Taking all things together, we argue that CSR will lead to generating employees' DSIW. Social learning theory (Bandura & Walters, 1977) suggests that individuals learn by observation and pay attention to interesting things with the intention to do it and are motivated to imitate it. We argue that when organizations are valuable for the employees as they find it attractive due to their source of identity and pride, they also want to do the same things. The above-said path leads to generating a desire to impact the others life. Previous studies have shown that pride is an integral part of the social identity and it is possible that members do not feel pride even if they are identified with the company (Dutton, Dukerich, & Harquail, 1994). This argument provides the ground to our assumption that organizational pride is not the antecedent of identification; rather, it could be the precedent of organizational identification.

We argue that when employees are identified with the organization, then they may feel a sense of pleasure and self-respect being the member of the organization (Jones, 2010). Pride is the positive evaluative part of organizational membership (Blader & Tyler, 2009) and when others appraise the company, employees feel proud. Pleasure arises when they see their organization is respected and reputed among the society (Dutton et al., 1994). We could not find any empirical study that had studied this relationship before so we assume that organizational identification has a positive impact on organizational pride. We argue that employees value the organizational membership in the sense of pride. Placing our argument in social influence, we contend that when employees are proud of their membership, they eventually generate the desire to behave as the organization does.

Employees' self-definition in the organizational values urges them to imitate it in welfare works. Organizational pride becomes the reason to do it because they consider the worth of the organization and want to keep that pride. From a social learning perspective, organizations with stronger CSR may act as role models for workers to emulate to behave in a way that is more other-oriented, including investing in more creative effort to enhance organizational performance. So, we present our study hypothesis

Hypothesis 4: Organizational identification and organizational pride mediate the relationship between CSR and DSIW.

Methods

Our research question requires collecting the data from the company that is involved in CSR. We followed strict criteria to select the company. We contacted with the organizations that took initiatives in Pakistan and selected a single firm that (i) is broadly acknowledged for its participation in CSR activities; (ii) is sufficiently large for an adequate sample; and (iii) work in various markets. Most of the previous CSR literature is labeled with Western context (Rupp et al., 2013); this study will contribute to CSR literature by providing evidence from Pakistan, a developing South Asian country. Selected organization is considered as the market leader, dealing with a variety of businesses such as construction, real-estate management, education, and hospitality. It consists of 21,000 direct employees,

and the organization has explicitly executed a broad range of CSR activities such as the free educational institute, free restaurants, shelter houses, medical facilities, and mobile dispensaries.

The data were collected from the middle managers working at headquarters by using a self-reporting questionnaire in two different time lags. The substantial role of middle management has been ignored previously as most of CSR research focus was on top management (Morgeson, Aguinis, Waldman, & Siegel, 2013; Waldman, Siegel, & Javidan, 2006). Middle managers play a role of communication agents for spreading the CSR message to lower-level staff (Vlachos, Panagopoulos, & Rapp, 2014) and it was determined that perception of middle managers about CSR trickles down from them to bottom.

In total, 270 middle managers were identified with the assistance of HR department. Data were collected in two waves to avoid the common method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Authors personally passed over questionnaire to the individuals willing to participate in the study. Anonymity, confidentiality, and social desirability bias were stressed orally as well as in the cover letter (Chung & Monroe, 2003). In the first wave, 270 questionnaires were handed over to rate CSR and DSIW and 250 (92%) usable questionnaires were received. After 2 months of the first survey, 250 middle managers were again surveyed to measure organizational identification and pride. The sum of 210 (95%) usable responses was obtained. The questionnaires (23) having missing values, unengaged responses, and outliers were rejected in the data screening process leaving 187 questionnaires complete in all aspects and ready for further analysis.

Measures

We used the eight items scale developed by Glavas and Kelley (2014) to measure perceptions of CSR. Cronbach's alpha for this scale is 0.92. A sample item is 'Contributing to the well-being of customers is a high priority at my organization.' Organizational pride is measured with the three items scale provided by Lea and Webley (1997). The sample item is 'I feel proud to contribute to my company's success.' Cronbach's alpha for this scale is 0.83. Organizational identification is measured by the six items scale developed by Mael and Ashforth (1992). Cronbach's alpha for this scale is 0.82. A sample item is 'When someone praises the company, it feels like a personal compliment.' We measured DSIW with four items from Gully et al. (2013). A sample item is 'I want my work to have a large impact on people outside the organization.' Cronbach's alpha is 0.84. Personal differences and demographics can influence the relationship between study variables. To control these biases, gender, age, marital status, and organizational tenure are used as control variables. Items of all scales with mean and standard deviation are given in [Appendix 1](#).

Results

Mean, correlation, reliability, and standard deviation estimates of study variables are calculated using SPSS 23 and results given in [Table 1](#) show the significant correlation between study variables. Control variables have no correlation with study variables except organizational tenure and gender. It is suggested that only significantly correlated

control variables with dependent variables should be considered in the regression model (Petersitzke, 2009). Therefore, insignificant correlated control variables are not included in the final analysis. The reliabilities of all scales are good as the estimations of all alphas are near 0.80 given in Table 1.

We computed the discriminant and convergent validities for all the constructs by following the procedure given by Hair, Anderson, Babin, and Black (2010). They propose that convergent validity of constructs is recognized if the value of average variance extracted (AVE) is less than 0.50. They also suggest that the scale's reliability is good if the value of composite reliability is more than 0.70 and discriminant validity will be known good if the value of maximum shared variance is less than AVE. The results are provided in Table 2.

The measurement model is compared with three competing models to find the best fit model, and results in Table 3 show that our four-factor measurement model exhibits the better fit (CMIN/DF = 1.44, TLI = 0.96, CFI = 0.97, RMSEA = 0.05, PCLOSE = 0.56). We run Harman's single-factor test to check the effect of common method biases because we use self-reported measures (Podsakoff et al., 2003) and found that the variance explained by the first factor is less than 50% showing that common method bias is not a major threat in the study.

To test the study hypotheses, we estimated coefficients of the three-path mediated effect simultaneously (Hayes, Preacher, & Myers, 2011; Taylor, MacKinnon, & Tein, 2008) using the plugin (Gaskin, 2016) in structural equation modeling in AMOS 22 and results are given in Table 4. This approach allows isolating the indirect effect of both mediators: organizational identification and organizational pride. This approach also enables us to find the indirect effect passing through both of these mediators in a serial mediation (Taylor et al., 2008). We also ran 5000 bootstrap samples to estimate the significance of indirect effect (Preacher & Hayes, 2008; Shrout & Bolger, 2002).

Indirect and direct effect estimates for all our paths are given in Table 4 and presented in Figure 1. As stated in Hypothesis 1, CSR is positively associated with DSIW. The results support the suggested relationship as coefficient value for this relationship is $\beta = 0.041^{***}$. Hypothesis 2 predicted that relationship between CSR and DSIW is

Table 1. Mean, standard deviation and correlations.

S#	Variables	Mean	SD	1	2	3	4	5	6	7	8
1	Gender ^a	1.22	0.42	–							
2	Age ^b	2.03	0.88	–0.27**	–						
3	Organizational tenure ^c	3.34	2.58	–0.06	0.26**	–					
4	Marital status ^d	1.45	0.50	–0.25**	0.65**	0.25**	–				
5	CSR	4.13	0.79	–0.09	0.08	0.15*	0.10	(0.92)			
6	Identification	3.48	0.64	–0.13	0.01	0.19**	0.11	0.75**	(0.80)		
7	Pride	3.91	0.95	–0.23**	0.01	–0.25**	–0.01	0.37**	0.42**	(0.82)	
8	DSIW	3.28	0.63	–0.11	0.08	–0.17*	–0.08	–0.05	–0.22**	0.40**	(0.84)

Note: $N = 187$.

^a1 = Male; 2 = Female.

^b1 = Below 25; 2 = 26–35; 3 = 36–45; 4 = 56–65; 6 = Above 65.

^cYears of work experience in the organization.

^d1 = Single; 2 = Married.

* $p < .05$.

** $p < .01$.

Table 2. Reliability and validity.

Variables	CR	AVE	MSV	ASV
CSR	0.92	0.60	0.45	0.23
Identification	0.80	0.50	0.45	0.28
Pride	0.83	0.62	0.13	0.11
DSIW	0.84	0.63	0.26	0.16

Notes: *N* = 187; CR: composite reliability; AVE: average variance extracted; MSV: maximum shared variance; ASV: average shared variance.

Table 3. Model fit summary for measurement model and alternative models.

Model	CMIN/DF	TLI	CFI	RMSEA
Measurement model	1.74	0.94	0.95	0.06
Three factor	3.11	0.82	0.84	0.11
Two factor	3.91	0.75	0.78	0.13
One factor	5.16	0.64	0.68	0.15

Notes: CMIN/DF: chi square/degree of freedom ratio; TLI: Tucker–Lewis Index; CFI: Comparative Fit Index; RMSEA: root-mean square error of approximation.

Table 4. Structural equation modeling results.

Indirect and direct effects	Standardized coefficients	<i>p</i> -Value
Direct effect		
CSR → DSIW (H1)	0.410	***
CSR → Identification	0.523	***
Identification → Pride	0.590	***
Pride → DSIW	0.034	.84
Indirect effect		
CSR → Identification → DSIW (H2)	0.260	***
CSR → Pride → DSIW (H3)	0.002	.70
CSR → Identification → Pride → DSIW (H4)	0.266	***

Note: *N* = 187. **p* < .05. ***p* < .01. ****p* < .001.

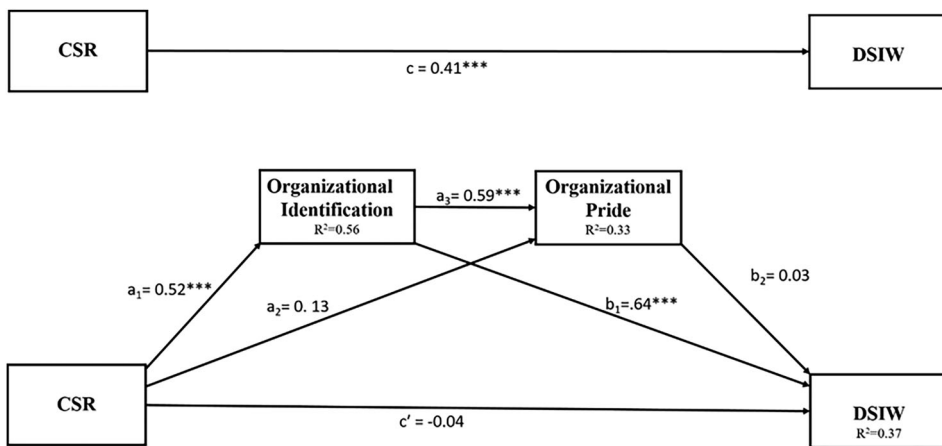


Figure 1. Study model.

mediated by organizational identification and this assumption is supported as coefficient value for this relationship is $\beta = 0.26^{***}$. Hypothesis 3 is not supported as coefficient value for this relationship is $\beta = 0.002$ with the insignificant *p*-value, but we run

this model independent of identification, mediation of pride in this path becomes significant ($\beta = 0.059^*$).

Lastly, in Hypothesis 4 we predicted that the relationship between CSR and employees' DSIW is mediated by organizational identification and organization pride in a serial mediation. The result shows that organizational identification mediates the relationship between CSR and organizational pride and subsequently organizational pride mediates the relationship between organizational identification and DSIW. We formally tested Hypothesis 4 and found a significant coefficient value for this serial mediation $\beta = 0.27^{**}$ which shows that employees' higher perception of CSR with higher organizational identification and organizational pride results in higher-level DSIW.

Discussion and study implications

Despite the increasing attention to the micro CSR phenomenon, there is a dearth of research concerning the underlying mechanisms and contingencies in that process (Glavas, 2016; Gond et al., 2017). Our study focuses on investigating the impact of CSR on employees' DSIW through the sequential mediation of organizational identification and organizational pride. The results provide support to our hypotheses, and we find that this relationship is fully mediated by identification and pride. This study contributes to organizational behavior and CSR literature in two major ways. The previous literature in CSR and organizational behavior literature mainly focuses on social identity theory and social exchange theory (De Roeck et al., 2014; Jones, 2010) but we add in social influence literature by providing the empirical evidence how CSR impacts employees' psychology, changing their attitude and desire through identification and internalization. The study also offers input to social learning theory by explaining that employees learn from organization's (social group) CSR activities and they desire of actionable behaviors for the welfare of others. CSR activities influence the employees to observe it keenly and then to imitate in such positive psychological state.

The study differs from the previous claims in the literature that organizational pride as an antecedent of organizational identification (De Roeck & Delobbe, 2012; Jones, 2010). We found the support that social influence can explain this phenomenon better than social identity theory. Employees are identified by their companies to enhance their self-worth and self-esteem through self-enhancement and self-categorization process (Dutton et al., 1994), but the organizational pride is the attitudinal outcome that occurs when they feel this worth is valuable (Jones, 2010). Organizational pride occurs when employees feel no difference between their private and public feelings, ultimately getting convinced with the organizational worth of membership that is the next stage of identification.

It is critical that individuals should adopt prosocial behaviors (Bénabou & Tirole, 2010) and take initiatives for it. The study provides the implications for managers to understand how their CSR policies and strategies can effect employees' desire to bring the change in the job place, society, and the world. Previous research provides the mixed results about the impact of CSR on company profitability that arises the need to identify the other rationales to be involved in CSR. This study especially focuses on how employees respond to employees' CSR policies and practices and its finding will motivate managers to invest in CSR activities which trigger the employees to imitate the company CSR in

their desire that may in turn results in positive workplace behaviors. Managers can enhance the usefulness of their CSR programs for employees' motivation that would result in a desire for better performance and helping each other for organizational growth.

Limitations and research direction

The study adopted a cross-sectional research design with a smaller data set from a single organization, lacking in the generalization of the results. We recommend the replication of this study with larger longitudinal data set from different companies to confirm the place of organizational pride to establish a causal relationship. We did not include any moderator that provides the opportunity to the researchers to investigate the boundary conditions that can have a potential impact on this relationship. As we missed cultural dimensions in our study, the future studies can test the impact of cultural dimensions for making cross-regional comparisons.

The present study found the positive correlation of CSR with employee's DSIW. Social learning theory and social influence explain the mechanism how employees tend to imitate the organization's actions in their behavior. The employees who perceive CSR initiatives positively are strongly identified with the company and consequently feel a sense of pride due to the membership. This pride, in turn, generates the employee's desire to influence the others. The study highlights the importance of CSR activities on the employees' positive psychological states and provides the managerial implication to reinforce these activities to gain a competitive edge and better society.

Disclosure statement

No potential conflict of interest was reported by the authors.

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Appendix 1. Scales with mean and standard deviation

	Mean	SD
<i>Perceived CSR</i>		
Contributing to the well-being of employees is a high priority at my organization	3.98	0.997
Contributing to the well-being of customers is a high priority at my organization	4.15	1.021
Contributing to the well-being of suppliers is a high priority at my organization	3.86	0.934
Contributing to the well-being of the community is a high priority at my organization	4.06	0.979
Environmental issues are integral to the strategy of my organization	4.06	0.948
Addressing environmental issues is integral to the daily operations of my organization	4.01	1.003
My organization takes great care that our work does not hurt the environment	4.08	0.983
My organization achieves its short-term goals while staying focused on its impact on the environment	4.08	1.026
<i>Organizational identification</i>		
When someone criticizes the company, it feels like a personal insult	4.08	1.026
I am very interested in what others think about the company	3.94	1.056
When I talk about the company, I usually say 'we' rather than 'they'	3.70	1.277
This company's successes are my successes	4.28	0.872
When someone praises the company, it feels like a personal compliment	4.26	0.910
If a story in the media criticized the company, I would feel embarrassed	4.12	0.954
<i>Organizational pride</i>		
I feel proud to work for my company	3.69	1.283
I feel proud to contribute to my company's success	3.70	1.294
I feel proud to tell others for which company I am working	3.66	1.383
<i>DSIW</i>		
I want my job to be significant and important in the broader scheme of things	3.56	0.719
I want to have a positive impact on the world through my work	3.49	0.750
I want my work to have a large impact on people outside the organization	3.60	0.857
I want to do work that is likely to significantly affect the lives of other people	3.63	0.679