Do Good to Do Better

The relationship between environmental Corporate Social Responsibility and Employees' Attitudes

Lucia Martančíková

6534589

Master Thesis

MSc Social, Health and Organizational Psychology

This thesis shall be made publicly accessible

Abstract

Corporate Social Responsibility (CSR) has become a well-established part of contemporary business practice. Presented study (N=88) enlarges the yet modest amount of research concerning environmental pillar of CSR and its effect on Perceived Organisational Morality, Job Motivation and Organisational Commitment of individual employees. In addition, this study also examined the role of Organisational Identification as a moderator between the environmental CSR and selected job attitudes in a clean technology organisation with a scale-up expansion. Results showed that increased environmental awareness enhances Organisational Commitment and this relationship is moderated by Organisational Identification, when the level of Organisational Identification is moderate or low. However, the results did not confirm a positive effect on Perceived Organisational Morality and Job Motivation in the moderation of Organisational Identification, respectively. Additionally, presented study addresses the role perceived moral and business motives of a strongly environmentally focused company play in shaping employees' job attitudes. Implications have been addressed to obtain more detailed understanding of the underlying mechanisms between environmental CSR and job attitudes, along with suggestions to guide future research.

Keywords: corporate social responsibility, organisational identification, job motivation, organisational commitment, perceived organisational morality, business motive, moral motive

On the 29th of July 2019, all ecological resources the Earth can regenerate in given year were depleted, using the planet 1.75 times faster than the ecosystem can restore (Global Footprint Network, 2019). According to NASA, human activities are to blame – 97% of scientists agree that climate change over the past 100 years is very likely caused by anthropoid behavior (Cook et al., 2016). With 7.6 million people joining the Global Climate Strike (Global Climate Strike, 2019), the urge to protect the environment is unquestionable and people are looking up to the businesses to engage in current environmental activities, while not compromising on the needs of future generations (Stojanović, Mihajlović & Schulte, 2016).

Considering the contemporary climate situation, Corporate Social Responsibility (CSR) shifted from a position of organisational "nice-to-haves" and became a core part of the business strategy (Allen & Craig, 2016; Falkenberg & Brunsael, 2011). Although there is not a unified definition yet, European Union perceives CSR as "a concept where companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (Commission of the European Communities, 2002).

With findings older than half a century, CSR is definitely not a new topic in empirical research (Aguinis & Glavas, 2012). According to Du, Bhattacharya & Sen (2010), CSR affects stakeholders' attitudes in short-term (e.g., purchase, employment seeking, investing in the company), and also in the long run – by helping to build a corporate image, strengthen the relationship between the stakeholders and the company and support the advocacy stakeholders manifest towards the company (e.g., word-of-mouth, employees' commitment and organisational citizenship behavior, standing for employee's voluntary commitment to the organisation beyond the contractual tasks).

The scope of CSR research often combines environmental, social and economic concerns (Montiel, 2008), with the environmental pillar now attracting more attention than ever before (Babiak & Trendafilova, 2011). Research shows a positive effect of environmental CSR on companys' profits (Klassen & McLaughlin, 1996) and competitive position (Gimenez Leal, Casadesús Fa & Valls Pasola, 2003). Findings of Khojastehpour & Johns (2014) support the presupposition that environmental CSR enhances the company's reputation and financial performance and show that companies engaging in environmental CSR initiatives are rewarded by customers purchasing behavior more than those who do not participate in such activities. Despite the obvious benefits environmental CSR provides to businesses, there is still insufficient research explaining why and how companies engage in environmental behavior and the underlying mechanisms behind it (Williamson, Lynch-Wood & Ramsay, 2006). Given

the growing role of environmental CSR as a center of attention for businesses and lack of research conducted on employees in this matter, this paper will specifically focus on the environmental aspect of CSR. Due to limited amount of research focused on environmental part of CSR and employees specifically, following paragraph will discuss findings of general CSR to develop our predictions.

CSR is a popular topic in the field of behavioral research, commonly taking on the perspective of investors (e.g., Graves & Waddock, 1994) and consumers (e.g., Sen & Bhattacharya, 2001). Despite the fact that numerous researchers demonstrated the importance of employees' behaviors and attitudes on overall organisational success (Lawler, 1992; Mathieu & Zajac, 1990; Meyer & Allen, 1997; Pfeffer, 1994), this particular stakeholder group is an underutilized viewpoint in understanding the prospective benefits and costs of CSR on businesses (Bauman & Skitka, 2012). Jones (2010) found CSR has an effect on corporate citizenship behavior, retention and in-role performance. Also, the relation between positive internal CSR and membership pride was confirmed (Lythreatis, Mostafa & Wang, 2019) and the results of Valentine and Fleischman (2008) also indicated, that perceived CSR is positively related to job satisfaction.

The main approach used to examine this issue did not differentiate the environmental pillar from general CSR and mainly performed correlational design to investigate the CSR-outcome relationships. This research strategy unfortunately has not provided us with conclusive results and the causal direction of these relations is not clear (Backhaus, Stone, & Heiner, 2002; Branco & Rodrigues, 2006). In attempt to address this limitation, experimental approach is employed to broaden our understanding of how environmental CSR activities affect selected employees' attitudes and thus contribute to organizations' competitive advantage.

Awareness of CSR Activities and Employee Attitudes

To truly benefit from what CSR has to offer, it is important to pinpoint the key outcomes CSR can provide for the firm, along with understanding triggers and variables affecting the relationships. In presented study, the focus lies on how perceived Organisational Morality, Job Motivation and Organisational Commitment are affected by the awareness of environmental CSR activities of an organisation, while putting Organisational Identification in the position of moderator. Proposed research employs experimental design, comparing pre-experimental and post-experimental measures. In following paragraphs, research findings on selected variables and their interrelations are discussed.

Organisational Identification

To understand how a referential social group influences the attitudes of individuals (Kelman 1958; O'Reilley & Chatman, 1986), organisational identification is a topic of great interest in the field of industrial psychology (Jones, 2010; Kim, Lee, Lee & Kim, 2010; Sen, Bhattacharya & Korschun, 2006).

Organisational identification captures the degree to which employee's self overlaps with their sense of their employer (Bhattacharya, Sen & Korschun, 2008). Employees with high level of organisational identification incorporate characteristics of their firm in their self-concepts and see organisational accomplishments as their own (Ashforth & Mael, 1989). Identified employees are more committed, caring and psychologically attached to their company, strive to achieve organisational goals, report less absenteeism and higher levels of motivation and retention and thus represent a massive competitive advantage for their businesses (Bhattacharya & Sen, 2003; Dutton, Dukerich & Harquail, 1994; Lee et al., 2008; Wegge et al., 2006).

According to Peterson (2004), CSR has a positive effect on the attraction, retention, and motivation in employees highly identified with their organisation, and the effect on job motivation was also confirmed by Wegge et al. (2006). Kim et al. (2010) suggest that CSR-based identification plays a key role in building an organisational commitment. The link between CSR and perceived organisational morality attracted the attention of Ellemers et al. (2011) and the findings as well as importance of morality in in-group assessment (Leach, Ellemers & Barreto, 2007) suggests those two constructs might be related. The position of organisational identification towards CSR is quite well established, however the findings depicting this case for the environmental aspect of CSR are still in its infancy. Hence, this study aims to put organisational identification in a role of moderator and broaden the body of findings discussing the environmental pillar of CSR in particular (*Figure 1*).

Perceived Organisational Morality

People often conceptualize companies the same way as individuals (Davies et al., 2003), leading employee to assess the character of the organisation in terms of both ability and morality (Leach, Ellemers & Barreto, 2007; Sen & Bhattacharya, 2001; Sen, Bhattacharya & Korschun, 2006). To an individual assessing other members as in-groups, morality is the leading construct in terms of positive evaluation, outperforming qualities like sociability or competence (Leach et al., 2007). As stated by De Waal (1996), sense of morality in the group

is critical in behavior coordination and perceived "trustworthiness" of an in-group is a major determinant of cooperation with group members (Skitka, 2003, Tyler & Blader, 2003). Since morality could have a detrimental effect of positive evaluation of companies and shapes attitudes employees have towards its organizations, it is important to incorporate this construct in presented research.

The concept of morality is often converged with sociability (De Waal, 2006), despite the evidence separating them in two individual constructs (Mosquera, Manstead & Fischer, 2002; Schwartz, 1992). To avoid confusion in presented study, the definition of morality would be adopted from Ellemers et al. (2011) and therefore understood as "the degree to which individuals or groups are seen to enact universal moral values, namely honesty, sincerity and trustworthiness".

The linkage of CSR and morality is evident from the numerous studies investigating standards for rightness and wrongness of actions until now (e.g., Freeman, 1994; Jones, 1995; Sternberg, 2000). Ellemers and colleagues (2011) were the pioneers in demonstrating that through morality, the CSR initiatives of the organization can affect the attitudes of their employees and were the pioneers in proving that organisational morality predicts work satisfaction and affective commitment.

Aforementioned findings demonstrated the prominent position of morality in terms of a group value (e.g., Leach et al., 2007), but there is still notable lack of research addressing causal relationships between morality and attitudes of an individual employee (Ellemers et al., 2011). Ellemers et al. (2011) conducted a correlational study, covering general CSR and labelled CSR activities as an antecedent for perceived organisational morality. Despite stimulating findings, causation couldn't be derived from the research. To tackle the aforementioned limitation, presented research engaged in experimental design and zoomed into environmental aspect of CSR initiatives, to broaden yet modest amount of research focused on this particular field of CSR. Wang et al. (2017) confirm that positive perception of CSR leads to feelings of association with the company (due to match between employees' self-concept of morality and the organisation), yielding to stronger organisational identification of employees. Hence, this research hypothesizes:

Hypothesis 1a: Employees' increased awareness of the company's environmental CSR activities increases Perceived Organisational Morality, moderated by Organisational Identification.

Job Motivation

Motivated employees determined the business survival already back in the 20th century (Smith, 1994), thus the immense attention job motivation received in the field of Organisational Psychology is hardly unanticipated (Kanfer et al., 2008).

McShane and Von Glinow (2015, p.33) conceptualized job motivation as "the force within a person that affect his or her direction, intensity, and persistence of voluntary behavior". As employees are besides financial compensation also motivated by non-monetary rewards (Frey, 1997), employers put a great effort in looking for a way how to use CSR to foster employees' motivation (Collier & Esteban, 2007). Not only the motivation to perform well affects overall employees' performance (van Knippenberg, 2000), but also helps an organisation to strive and be more productive (Lindner, 1998). Correlational studies focused on general CSR recently revealed positive effect of CSR on the internal motivation of employees (Jie and Hasan, 2016) and a positive relationship between retention and employee motivation to CSR (Baden et al., 2009).

Despite the preliminary findings, there is still room for research initiatives in the relation of CSR to job motivation, as it is one of the key constructs of organisational success and wellbeing of the employees (Kanfer, Frese, & Johnson, 2017). Moreover, employing experimental design and adding focus on the environmental aspect of CSR fill in the gap in CSR research. Therefore, our study aims to underpin the effect of environmental CSR awareness on job motivation. Based on aforementioned findings and research confirming high work motivation in individuals with high organisational identification (Wegge et al., 2006), this research proposes:

Hypothesis 1b: Employees' increased awareness of the company's environmental CSR activities increases Job Motivation, moderated by Organisational Identification.

Organisational Commitment

In relation to work motivation, organisational commitment generally indicates the relationship to the organisation (Mowday et al., 1979; O'Reilly & Chatman, 1986). This statement is supported by an extensive body of meta-analyses, demonstrating the power of commitment on a number of organisational outcomes, such as absenteeism, employee turnover attendance or tardiness (Mathieu & Zajac, 1990). What's more, organisational commitment is also a strong indicator of organisational citizenship behavior (Jones, 2010; Organ & Ryan, 1995), which is in line with findings provided by Ellemers and colleagues (2011), stating commitment drives the "extra mile" employees are willing to go for their company.

Organisational commitment is reflected in the extent employees feels emotionally attached to, identified with and involved in their organisation (Allen & Meyer, 1990, p.1). Commitment can take on affective, normative and continuance form (Myers & Allen, 1990, 1991, 1997). As emotional attachment to the organisation is most clearly related to indicators of employee motivation, the focus of presented research lies on affective organisational commitment (Meyer & Allen, 1997; Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

The link between CSR and organisational commitment of the employees is a popular subject in academia and the positive relationship between those two constructs have a sound basis in research findings (Peterson, 2004; Brammer, Williams & Zinkin., 2007; Turker, 2009). Moreover, increased level of CSR initiatives may stand behind increased employee commitment, because employees feel increasingly proud to identify with the firm (Farooq et al., 2014).

Despite the large body of CSR research focused on organisational commitment, the environmental aspect of the CSR is still in its academic beginnings. Presented research addresses the aforementioned knowledge gap by investigating the relationship between environmental CSR and affective commitment of a company with strong environmental initiatives. Since numerous findings confirmed a positive relationship between overall CSR and organisational commitment and Kim et al. (2010) confirmed the enhancing effects organisational identification has on commitment, it is hypothesized:

Hypothesis 1c: Employees' increased awareness of the company's environmental CSR activities increases Organisational Commitment, moderated by Organisational Identification.

Business and Moral Motives

Presented research will focus on employees' perspective on a company's motives to engage in environmental CSR. Some employees, more than the others, invest great interest and care to understand the motives behind environmental CSR initiatives and since individuals evaluate organizations the same way they evaluate people (Davies et al. 2003), the interpretations of their motives and intentions help individuals to assess the ability and morality of the business (Sen & Bhattacharya 2001; Bauman & Skitka 2012).

Business motives (strategic or economic) capture the financial performance as the main reasons for a company to engage in CSR (e.g., profit), whereas moral motives stand for genuine concern for a specific problem and the company's feel of moral responsibility (Graafland, 2013). Since morality plays more important role than competence in terms of in-group

evaluation (Leach, Ellemers & Barreto, 2007; Van Prooijen et al., 2018), it is that moral motives would be a better predictor for employees' attitudes than business motives. Following this approach, presented paper presumes the following:

Hypothesis 2: It is expected that a company's perceived Moral Motives are more strongly correlated with Perceived Organisational Morality, Job Motivation and Organisational Commitment than Business Motives.

Lastly, this study will focus on employees' insights on environmental activities and charitable preferences they are willing to engage in. While some phenomena are easy to quantify (e.g., environmental impact), social issues are not and that is where qualitative methods come into play (Morimoto, Ash & Hope, 2005). As this study aims to understand the motives and explore and understand perceptions, beliefs, and values, qualitative approach seems to be most appropriate (McCracken, 1988).

In summary, the current study examines the effect of employees' increased awareness of their company's environmental CSR activities on Perceived Organisational Morality, Job Motivation and Organisational Commitment, with the expected moderation of Organisational Identification.

A schematic overview of these hypotheses is shown in Figure 1.

Figure 1
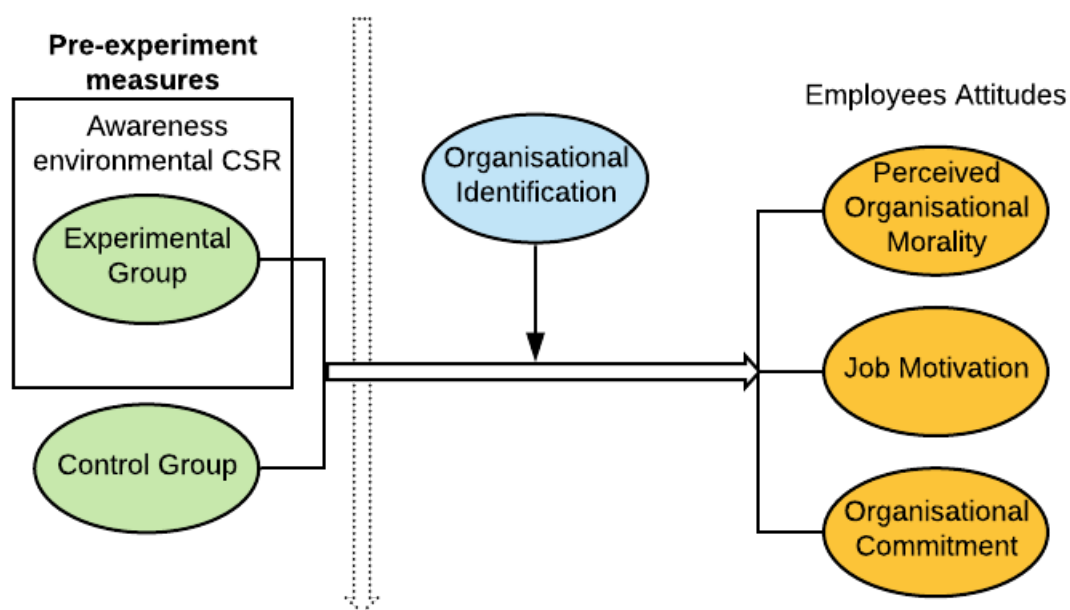
Methods

Participants

All employees participating in this study were employed by one company, referred to as "LiveCorp" in order to ensure the company's confidentiality. LiveCorp is a scale-up organisation in a clean technology sector, a global manufacturer in charging stations and charging management software. After mutual agreement and revision, the HR department shared the questionnaire with all employees on an internal communication channel. The total of 100 respondents participated (representing 33% LiveCorp employees to the date of data collection), of which 88 (50 males, 34 females, 4 did not specify their gender) were eventually included in the data analysis. The average age of the participants was M=33.6 (SD=9.7). Together, 26 nationalities participated, 27,9% of the respondents were Dutch, 8.1% French, 4.7% American and Belgian, respectively. Distribution of participants' highest completed education level was following: 3.5% high school, 36.0% bachelor's degree, 54.7% master's degree, 2.3% PhD degree, 3.5% said to have other education. 21.7% of the participants had a managing position within the company, 78.3% were contributors. In the sample, 84.8% of the participants were internal employees, 9.6% worked as interns and 3.6% were externally employed by an agency or worked as a contractor. Average length of employment for LiveCorp was M=8.4 months, SD=13.7. caused by the concept of a start-up entrepreneurship at this company.

Design

Presented research employed between-subjects experimental design with two conditions. Prior the manipulation, Organisational Identification was measured in all participants. Subsequently, participants were assigned by randomization to one of the groups where the manipulation condition was either present (N=48) or not (N=40). Following the division, participants were requested to fill in qualitative data to collect insight into employees' opinions on LiveCorp activities.

Procedure

To ensure a representative sample within employees, a presentation to increase awareness of upcoming data collection was delivered on LiveCorp's monthly meet up. I informed employees about the general topic of the research, presented potential benefits for the company and shared instruction on data collection procedure. Consequently, the questionnaire was shared via LiveCorp internal communication channel. The post invited participants to fill

in the questionnaire in Qualtrics by clicking at the attached link, which could have been filled out on a computer or a phone. Prior the participation, respondents were given information about the study and asked to agree with the form of consent (see Appendix 1). By clicking yes, participants confirmed to be older than 18 years. At the end of the questionnaire, a debriefing was presented to explaining the aim of study (see Appendix 2).

Measures

The proposed questionnaire consisted of two parts. The first part measured Organisational Identification. Consequently, the experimental part followed. Participants in the manipulation group were exposed to a text describing CSR initiatives concerning environmental CSR activities of LiveCorp. Test included a verification question to confirm the successfulness of exposure to condition in manipulation group. Control group continued the questionnaire without CSR debriefing, following questions measuring Perceived Organisational Morality, Job motivation, Affective Organisational Commitment, Perceived Business Motive and Perceived Moral Motive. Eventually, the participants were asked to fill in their demographic details. The questionnaire was created by adopting questions representing each subscale and administered in the English language. To prevent bias, each item of the subscales was randomized in Qualtrics. For the questionnaire overlook, please see Appendix 3.

Pre-experimental measure

Organisational Identification.

The subscale Organisational Identification consisted of six items adopted from the research of Mael and Ashforth (1992). Participants were requested to indicate on 7-point Likert scale (1= Strongly disagree; 7= Strongly agree) to what extent they agree or disagree with statements like "when someone criticizes LiveCorp, it feels like a personal insult". A PCA with a Varimax rotation showed six items loading on two separate factors, however, there is no substantive reason to believe there are two factors underlying this concept. The reliability analysis supports our idea, given the Cronbach's α = .77, explaining a total variance of 63.9%.

Experimental Measures

Perceived Organisational Morality.

Perceived Organisational Morality was measured by a subscale containing three items used in a research of Ellemers et al. (2011), requesting respondents to mark the extent to which

they feel LiveCorp is honest, sincere and trustworthy, using the 7-point Likert scale (1= Strongly disagree; 7= Strongly agree). A PCA analysis specifies that three items loaded on one factor explained 75.4% of the variance, representing the construct of Perceived Organisational Morality with Cronbach's α = .83.

Job Motivation.

Job Motivation was measured by a subscale consisting of five items, whereas four were adopted from a study of Hui & Lee (2000). One item, namely "In general, I enjoy the work that I do" was added. The subscale reflected on how motivated respondents are to perform their job, e.g., "I take pride in doing my job as well as I can" and answers were collected with 7-point Likert scale (1= Strongly disagree; 7 = Strongly agree). For Job Motivation, A PCA analysis indicated that five items loaded on one factor, explaining 53.7% of variance (α = .77).

Organisational Commitment.

To measure Organisational Commitment in our sample, we used three items adopted from De Gilder, Van den Heuvel & Ellemers (1997), e.g., "I feel like 'part of the family' at LiveCorp". Participants were asked to state to what extent the listed statement matched their feelings on 7-point Likert scale (1= Strongly disagree; 7= Strongly agree). A PCA analysis indicated that the three items loaded on one factor explain 78.7% of variance, supporting the construct Organisational Commitment with Cronbach's α = .86.

Perceived Business Motives.

The aforementioned subscale measured LiveCorp's business motives for engaging in CSR. Four items were adopted from De Vries et al. (2015). Participants answered statements like "I think LiveCorp engages in CSR, because the company thinks customers expect this from them" on 7-point Likert scale (1= Strongly disagree; 7= Strongly agree). A PCA analysis indicated that the four items loaded on one factor (α = .77) and explained 60.8% of the variance. Cronbach's alphas of .79 and .82 using this four-time scale were reported by De Vries and colleagues (2015).

Perceived Moral Motives.

This three items' subscale measured how is the organisation morally motivated to engage in CSR activities, with statements like "I think LiveCorp engages in CSR, because the company believes that this is the right thing to do from a moral perspective". A 7-point Likert

scale was used to record the answers (1= Strongly disagree; 7= Strongly agree). A PCA analysis specifies that the three items loaded on one factor explained 81.6% of the variance ($\alpha = .87$).

Demographic details.

Consequently, participants were asked about their demographic details: age, gender, nationality, education, the location of their office, working department, executive function, contract relationship towards the company and length of employment.

Principal Component Analysis

Overall Principal Component Analysis (PCA) were run on 18-question questionnaire, measuring employee's attitudes of 88 LiveCorp's employees. Inspection of the correlation matrix showed that all variables had at least one correlation coefficient greater than 0.3. The overall Kaiser-Meyer-Olkin (KMO) measure was .744. and the Bartlett's test of sphericity was statistically significant (p < .0005), indicating that the data was likely factorizable. PCA revealed five components that had Eigenvalues greater than one, which explained 28.5%, 14.1%, 12.6%, 9% and 7.1% of the total variance, respectively. Visual inspection of the scree plot indicated that five components should be retained. In addition, a five-component solution met the interpretability criterion. As such, five components were retained. The five-component solution explained 71.3% of the total variance. A Varimax orthogonal rotation was employed to aid interpretability. The interpretation of the data was consistent with the attributes the questionnaire was designed to measure with strong loadings of Job Motivation items on Component 1, Perceived Moral Motive items on Component 2, Organisational Commitment on Component 3, Perceived Business Motive items on Component 4 and Perceived Organisational Morality items on Component 5 (see in Appendix 4).

Data analyses

The data was translated from Qualtrics into IBM SPSS Statistics version 25. Before conducting further statistical analyses, the data set was checked for outliers and missing data. Some data were missing and had to be coded. To determine the factors within the questionnaire, PCA were performed along with reliability calculation of each subscale. Subsequently, the variables were computed, and the means and standard deviations and frequencies of the demographic details were calculated. The demographic details were dummy coded when needed and regression analyses were used to test whether the demographic details were the predictors of the dependent variables. The assumptions were checked for all the analyses.

To examine whether the manipulation had an effect, MANOVA analysis was used to look the group differences (manipulation vs. control group) of the dependent variables. To test hypothesis 1a, 1b and 1c, PROCESS (Hayes, 2012) was used to perform moderation analysis. Subsequently, a stepwise regression was performed to test hypothesis 2.

Results

A significance level of α = .05 was used in all analyses. Before hypothesis testing, regression analyses of the demographics were conducted to examine the presence of significant predictors of dependent variables. The results (see Table 2) showed that gender predicted organisational commitment and level of experience was a predictor for perceived organisational morality (see Appendix 5a and 5b).

Table 2

	MEAN	*SD*	OI	POM	JM	OC	PBM	PMM
OI	5.33	.85			.			
POM	5.56	1.06	.155					
JM	6.33	.60	415**	.289**				
OC	5.12	1.15	.638**	.203	.424**			
PBM	5.42	.99	-.032	.006	.111	.027		
PMM	5.80	1.01	.331**	.479**	.304**	.305**	.169	
CON	.55	.50	-.035	.106	.064	.176	-.134	-.023

Note. N = 88 * = p <.05, ** = p < .01. All tests are two-tailed. OI – Organisational Identification, POM = Perceived Organisational Morality, JM = Job Motivation, OC = Organisational Commitment, PBM = Perceived Business Motives, PMM = Perceived Moral Motives, CON = Manipulation Condition. OI, POM, JM, OC, PBM and PMM are measured on a scale from 1-7. CON is either absent (0) or present (1).

Experimental Part

Presented research examined whether reading about organisation's CSR activities affected scores on employees' Perceived Organisational Morality, Organisational Commitment, Job Motivation and Perceived Business and Moral Motives. MANOVA was conducted to test between-group differences however, no statistically significant difference was revealed between manipulation and control group on the combined dependent variables, $F (5, 82) = 1.16$, p = .335; Wilk's λ = .93; partial eta squared = .07. The results for the dependent variables were considered separately. For Perceived Organisational Morality there was no statistical significance, using a Bonferroni adjusted alpha level of .017, was .323, F (1,

86) = .986, p = .323, partial eta squared = .011. An inspection of the mean scores indicated that the manipulation group reported higher levels of Perceived Organisational Morality (M = 5.67, SD = 1.05) than the control group. For Job Motivation there was no statistical significance, using a Bonferroni adjusted alpha level of .017, was .554, F (1, 86) = .352, p = .554, partial eta squared = .004. An inspection of the mean scores indicated that the manipulation group reported higher levels of Job Motivation (M = 6.37, SD = .56) than the control group. For Organisational Commitment there was no statistical significance, using a Bonferroni adjusted alpha level of .017, was .101, F (1, 86) = 2.750, p = .101, partial eta squared = .031. An inspection of the mean scores indicated that the manipulation group reported higher levels of Organisational Commitment (M = 5.31, SD = .98) than the control group. Power to detect the effect was .393 (see Table 3). The direction of the results is in expected fashion, however, not on significant level. That being said, the effect of manipulation condition indeed does not exclusively depend on reading the text about the organisation's CSR activities.

Table 3

Control and Manipulation Between-Group Differences

	Control Group		Manipulation Group		Between-Group Difference
	M	*SD*	*M*	*SD*	*p*
Perceived Organisational Morality	5.44	1.06	5.67	1.05	.323
Organisational Commitment	4.90	1.31	5.31	.98	.101
Job Motivation	6.29	.65	6.37	.56	.554
Business Motive	5.57	.99	5.31	.99	.212
Moral Motive	5.83	1.09	5.79	.95	.829

Note: Control group N = 40, Manipulation group N = 48.

Perceived Organisational Morality (hypothesis 1a)

To assess the effect of experimental text on Perceived Organisational Morality, moderated by Organisational Identification, a moderation model analysis was conducted using PROCESS Model 1 (Hayes, 2012). Results showed the overall model to be not significant using Organisational Identification as a moderator, $F_{(3,84)} = 1.0911$, $p = .358$, $R^2 = .038$.

Results also showed an insignificant effect for Organisational Identification in relationship between the manipulation and Perceived Organisational Morality, b = .074, SE B = .267, t = .278, $p = .781$ with a 95% confidence interval of [-.457; .606]. The main effect of condition on Perceived Organisational Morality was not significant, b = .236, SE B = .226, t = 1.045, $p = .299$, so was the effect of Organisational Identification on Perceived Organisational Morality, b = .198, SE B = .133, t = 1.488, $p = .141$.
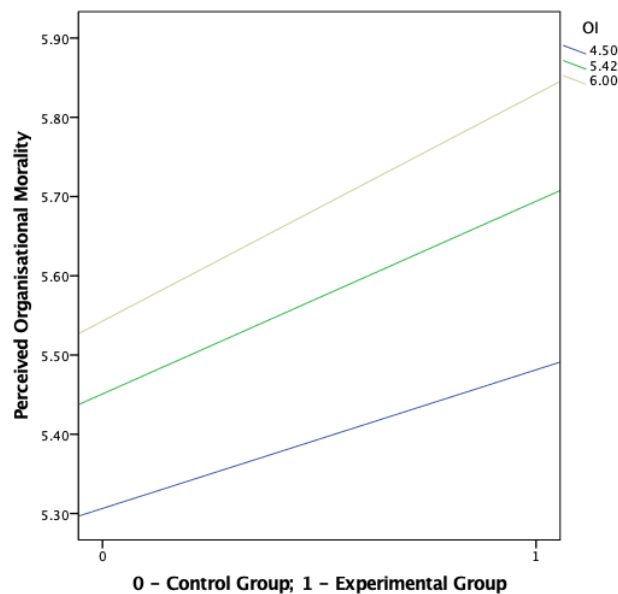

Figure 1. The effect of the manipulation on Perceived Organisational Morality, moderated by (OI). High OI = 6.00, moderate OI = 5.42, low OI = 4.50.

Job Motivation (hypothesis 1b)

To assess the effect of the experimental text on Job Motivation, moderated by Organisational Identification, a moderation model analysis was conducted using PROCESS Model 1 (Hayes, 2012). Results showed the overall model to be significant using Organisational Identification as a moderator, $F_{(3,84)} = 7.68$, p =.001, $R^2 = .215$. Organisational Identification had a significant main effect on job motivation, b = .29, SE B = .068, t = 4.30, p < .001. However, the main effect of condition on Job Motivation is not significant, b = .096,

SE B = .116, t = .824, *p* = .412. Also, no significant interaction effect was found, b = -.271, SE B = .1371, t = -1.876, *p* = .0514 with a 95% confidence interval of [-.5435; .0017].
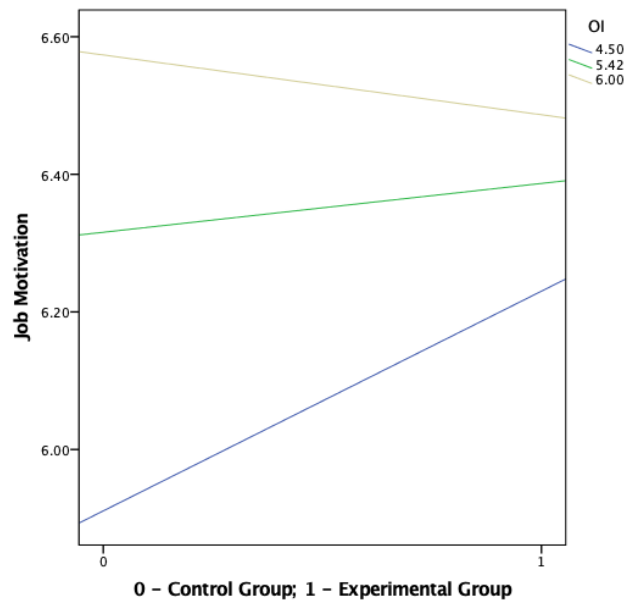

Figure 2. The effect of the manipulation on Job Motivation, moderated by Organisational Identification (OI). High OI = 6.00, moderate OI = 5.42, low OI = 4.50.

Organisational Commitment (1c)

To assess the effect of the experimental text on Organisational Commitment, moderated by Organisational Identification, a moderation model analysis was conducted using PROCESS Model 1 (Hayes, 2012). Results showed the overall model to be significant using Organisational Identification as a moderator, $F_{(3,84)} = 25.735$, *p* <.001, R^2 = .479. In support of the hypothesis, a significant interaction effect for Organisational Identification in the relationship between the manipulation and Organisational Commitment was found, b = -.493, SE B = .214, t = -2.301, *p* = .024 with a 95% confidence interval of [-.920; -.067]. Moreover, there was a significant effect of the condition of Organisational Commitment, b = .4603, SE B = .1816, t = 2.5349, p = .0131 and a significant effect of Organisational Identification on Organisational Commitment, b = .8716, SE B = .1069, t = 8.1562, p <.001. Inspection of the conditional effects using the Johnson-Neyman technique showed the moderation was significant only when organisational identification was below 5.51.
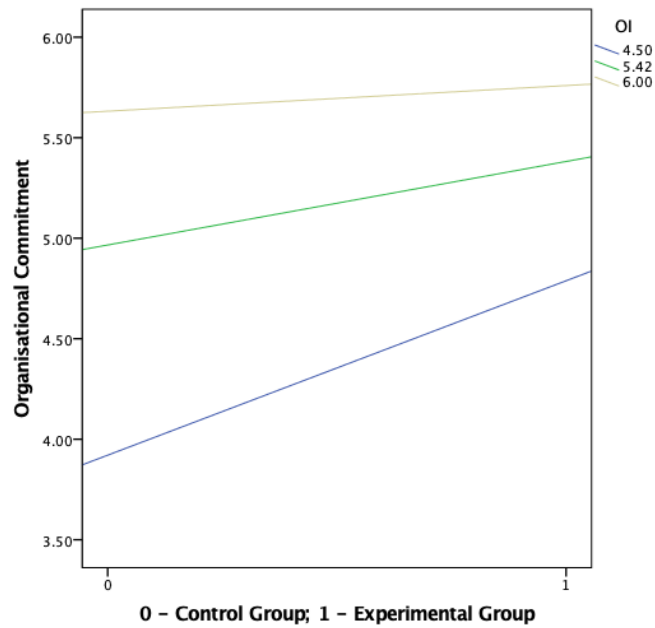
Figure 3. The effect of the manipulation on Organisational Commitment, moderated by Organisational Identification (OI). High OI = 6.00, moderate OI = 5.42, low OI = 4.50.

Figure 3 shows that people with high Organisational Identification perceive significantly more Organisational Commitment than people with moderate or low Organisational Identification. Additionally, those who score moderately or low on Organisational Identification, perceive significantly more Organisational Commitment in manipulation than in control group.

Perceived Business and Moral Motives (hypothesis 2)

To assess the predictor values of Moral and Business Motives, stepwise regressions were used. The results are shown in Table 4, indicating Moral Motive to be a better predictor of Perceived Organisational Morality than Business Motive, which wasn't confirmed to predict any of the researched employees' attitudes.

Table 4

Predicted Values of Business and Moral Motive

	Business Motive		Moral Motive	
	β	p	β	p

Perceived Organisational Morality	-.03	.818	.39	<.001
Job Motivation	.19	.314	.19	.291
Organisational Commitment	-.02	.843	.15	.092

Note: N =88.

Qualitative Data

In this study, qualitative data was collected by asking the participants "Which activities in the field of sustainability and environmental awareness performed by LiveCorp's you find the most valuable?" and "If LiveCorp organises voluntary work - what charitable field would you be willing to join?". In total, 73 answers were recorded. Table 6 gives an overview of the answers.

Table 5

Sustainable Activities valued by LiveCorp employees

	Frequency	Percentage
Tree planted for every sold charger	41	43.46
Transition to Electric Vehicles	17	18.02
Increasing sustainability awareness	13	13.78
Contribution to the zero-emission future	12	12.72
Sustainable office and product materials	9	9.54
The annual networking conference for the mobility industry organised by LiveCorp	8	8.48
Volunteering	2	2.12
Other	4	4.24

Note: N=73. Participants could provide more than one answer.

Table 6

Preferred charitable field within voluntary work by LiveCorp employees

	Frequency	**Percentage**
Community work (children, LGBT, elderly, homeless, disadvantaged and minority groups)	20	27.40
Sustainability & Environmental Awareness (climate change, emission reduction, trees planting)	19	26.03
Recycling & Trash collection (locally, nationally, globally)	13	17.81
Education (Electric Vehicles industry topics)	7	9.59
Any	20	27.40
Other	3	4.12

Note: N= 73. Participants could provide more than one answer.

Table 5 and 6 provide stimulating insights into employees' thoughts about the initiatives LiveCorp launched and gives us an overview of their most desired volunteering areas. The majority is either indifferent to which areas of volunteering would LiveCorp be engaged in or would be motivated to join if the focus is on working with community. Respondents also found important to invest time in Sustainability & Environmental Awareness, where topics as climate change, environmental issues, CO_2 reduction or greenery are covered. 17.81 % of the sample found important to reduce wastage, mostly on local level. Lastly, increasing education in renewable energy source, Electric Vehicles transition and related technologies was considered as motivating by 9.59% of the participants responding to the questionnaire.

Discussion

Due to current environmental challenges, companies use CSR to differentiate themselves from competition (Ramesh et al., 2018). CSR activities affect all groups of stakeholders both short-term and long-term (Du et al., 2010), including one of the organisational strongest assets – company's human capital (Schuler et al., 2002). Positive impact of CSR on employee's attitudes was repeatedly confirmed by a number of researchers (Brammer, Millington & Pavelin, 2006, Ellemers et al., 2011; Jones, 2010; Peterson, 2004). Presented study focused on the effect of environmental CSR on employees' attitudes, hypothesizing that increased environmental CSR awareness will increase employees' Job Motivation, Organisational Commitment and Perceived Organisational Morality, while being moderated by Organisational Identification. In addition, it was expected that a company's perceived Moral Motives are more important for selected employees' work attitudes than Business Motives.

Results of this study provide partial support for the idea that environmental CSR affects employees' attitudes trough Organisational Identification. Building on previous findings (Peterson, 2004; Brammer et al., 2007; Turker, 2009), it was hypothesized that increased awareness of company's environmental CSR activities increases Organisational Commitment, while moderated by Organisational Identification. Despite the presence of interaction, the effect deviates from the predicted. Awareness about the organisation's environmental CSR is related to Organisational Commitment, when the level of Organisational Identification is moderate or low (Johnson-Neyman technique showed moderation to be significant only when Organisational Identification was below 5.51.), addressing the knowledge gap concerning causal relationships between environmental CSR and job attitudes. However, once participants report high degree of Organisational Identification, the manipulation seems to not cause a significant difference in Organisational Commitment between manipulation and control group. Possible explanation for this result might lie in already high perceived awareness of the company's environmental CSR initiatives before the manipulation exposure. Highly identified employees could already dispone with rich knowledge of organisation's environmental CSR activities and thus the manipulation could not increase their awareness. Future scholars can confirm or refute this explanation by measuring the perceived awareness of environmental CSR before the manipulation takes place.

As emotional attachment (reflected in Organisational Commitment in presented study) is one of the indicators of employee motivation (Meyer & Allen, 1997; Meyer et al., 2002), it was expected that increased awareness about environmental CSR activities will result in higher

levels of employees' Job Motivation. Despite that, the moderation could not have been confirmed. Rupp and colleagues (2010) suggest that the social influence and impact an employee believes his or her company has, would strengthen the meaningfulness of their work; functioning as a source of strong intrinsic motivation (Rosso, Dekas & Wrzesniewski, 2010; Oldham, Hackman & Pearce, 1976; Thomas & Velthouse, 1990). Meaningful work influences various job and organisational attitudes, as well as motivation among others (Roberson, 1990). The sample of presented research demonstrated high score on Job Motivation (M = 6.29, SD = .65; using a 7-point Likert scale), which puts the data set at the risk of a ceiling effect. This fact can be explained by the strong environmental mission of the company where research was conducted. Bauman and Skitka (2012) argue, that CSR may have the most exclusive role by providing the employees with a greater sense of meaningful work. CSR activities may potentially enhance the meaning employees find in their relationship with their organisation by having a positive effect on their motivation, which is an invitation for future scholars and their research.

Nature of the research sample can also possibly explain why the effect of environmental CSR awareness on Perceived Organisational Morality was not present, despite the evidence provided by Ellemers and colleagues (2011). With environmental initiatives at the core of LiveCorp's business strategy, employees could already dispone with a high volume of information about environmental CSR activities and thus, the effect of the manipulation text may not have been reflected in presented research. Furthermore, Ellemers et al. (2011) also noted the environmental pillar of CSR to be less strongly related to Perceived Organisational Morality than other aspects of CSR. Taking into consideration that Perceived Organisational Morality was only significant in employees with experience up to 2 months (p = 0.004, β = .352, see Appendix 5a and 5b), the environmental character of the sample seems to be a feasible explanation for this result. Giudici, Guerini and Rossi-Lamastra (2019) bring into attention how perceptive cleantech start-ups are to the environment, which can future scholars benefit greatly from, taking this trend into consideration. Simply said, there is a possibility the real effect of LiveCorp's environmental CSR goes beyond effects measured in the presented study.

Despite the effect of environmental CSR activities on Perceived Organisational Morality not being confirmed, the correlations set basis for interesting insights. Unlike in Ellemers et al. (2011), there is no correlation between Perceived Organisational Morality and Organisational Commitment. However, results showed a significant correlation between Job Motivation and Perceived Organisational Morality. Possible explanation of this result might lie in the sample specification – more than 46.4% of respondents had only up to 3 months of

experience in the company. As Organisational Commitment develops over time (Brown, 1996), overall level of experience may indicate the lack of time needed to establish suggested relationship. Additionally, LiveCorp's environmental focus as a core business value is a potential reason behind the high level of Job Motivation in relatively new employees.

Lastly, the results show that a perceived Moral Motive is more important in predicting scores on employee attitudes than perceived Business Motive. These findings declare that overall genuine concern for the environment plays a vital role in shaping employees' attitudes. Presented result might be especially noteworthy for a clean-tech company with strong environmental CSR initiatives. Corporate strategies can affect people's attitudes toward companies (Friestad and Wright, 1994) which, in turn, may impact whether individuals embrace the positions advocated by these organizations (de Vries et al., 2015). A company whose CSR initiatives are in line with their core business may have the advantage of the pole position in ongoing fight for talent, as success of CSR engagement depends on the match between the type of CSR activity and the company's core business (Melo & Garrido-Morgado, 2012).

Practical Implications

This study advances the understandings of employees' perspectives regarding CSR activities. As demonstrated, increasing awareness of environmental CSR may have enhancing effect on employees' attitudes. To maximize the commitment of employees to an organisation, increasing awareness of a company's environmental CSR seems as an effective strategy to succeed. As the effect on Organisational Commitment was large in employees with low or moderate level of Organisational Identification (and Identification depend on the length of tenure (Dutton et al., 1994)), organisations can benefit greatly from targeting their CSR awareness on recent hires, where the effect was shown to be significant.

All in all, this study contributed to current research gaps in following ways: previous empirical research is limited to customer perception and generally does not distinguish between particular areas of CSR. Current study contributes to the yet humble evidence of employee perceptions of CSR initiatives on their morality, job motivation and organisational commitment and enlarges the body of research discussing environmental pillar of CSR in particular. Furthermore, the nature of the sample (in terms of high score on motivation, low level of experience within the organisation and possible internalized environmental ambitions) provided us with unique insights into a very specific area of behavioral research on CSR.

Limitations and Future Research

Although gained results provide us with interesting findings, a few implications for additional research are defined. It was argued that in relation to perceived organisational morality, employees of a clean tech company with strong environmental CSR initiatives may perceive these efforts as part of core business and so not see them as "the extra mile" company goes to be socially responsible. Hence, more attention should be given to ethical and/or community pillars of CSR actions in organisations with a strong environmental mission. Future research can also benefit from revising the information provided in manipulation text, as its nature could lack informational value for employees highly informed of the organisation's environmental CSR activities.

Secondly, as manifested by previous scholars and also in presented study, the relationship between environmental CSR awareness and employee's attitudes is not direct. Even though the moderation effect of Organisational Identification was only present in relation to Organisational Commitment, different attitudes need to be investigated in the role of a moderator to understand the underlying mechanism in more depth. Also, the correlation present between perceived Organisational Morality and Job Motivation creates an interesting opportunity for future scholars.

Additionally, a few limitations need to be noted. Employees examined in the current study work for a scale-up enterprise and total number of respondents (N = 88) could be considered rather low, despite the fact the number represented roughly about 30% of the total number of employees at time of data collection. With a sample size of 88, the powers achieved to detect the moderation effects in our study were 5.9% (Perceived Organisational Morality, f^2 = .001), 43.3% (Job Motivation, f^2 = .036), 40.3% (Organisational Commitment, f^2 = .033). A larger sample is expected to yield different results. An a priori power analysis using G*Power 3.1 (Faul, Erdfelder, Buchner & Lang, 2009) showed, that in order to achieve 95% power to detect a medium effect size (d = .50), a sample size of 105 participants per cell should be aimed for in future research.

Also, as mentioned earlier, a distinctive feature of the sample is its low level of experience in LiveCorp - average employment of the employees was 8.4 months, which may be a period not long enough to establish chosen job attitudes. Potentially, more balanced sample in terms of length of employment may bring different outcomes. Also, CSR may indirectly influence many employees' attitudes and behaviors (Farooq et al., 2014), which invites future academics to investigate the CSR in relation to different attitudes of individual employees.

Conclusion

Climate change and issues resulting from it are vibrant topics in today's society and organizations joint their efforts in search for solutions. Presented study examined the effect of environmental CSR activities of a company on the attitudes of its employees. Most noteworthy results demonstrate that employees' awareness of these initiatives has a positive influence on Organisational Commitment, and that this relationship is moderated by Organisational Identification for low or moderate identified employees. It was also proved that relation between CSR awareness and job attitudes is not direct and underlying mechanisms still create research opportunities for future academics. Hopefully, current findings will impel companies to engage in environmental CSR and thus reinforce the organisation - employee relationship towards mutually beneficial collaboration. Even a small improvement in employees' performance can have a big impact on the organisation (Aguinis & Glavas, 2012). It may be all it takes to win the fight for the customer in times of a fierce competition, and in times of fighting climate change, it may be all it takes to make a difference for us.

References

Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of management, 38*(4), 932-968.

Allen, M. W., & Craig, C. A. (2016). Climate change, communication, CSR and sustainability. *International Journal of Corporate Social Responsibility*, 1, 1-11.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology, 63*(1), 1-18.

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review, 14*(1), 20-39.

Babiak, K., & Trendafilova, S. (2011). CSR and environmental responsibility: motives and pressures to adopt green management practices. *Corporate social responsibility and environmental management, 18*(1), 11-24.

Backhaus, K. B., Stone, B. A. and Heiner, K. (2002). Exploring the relationship between corporate social performance and employer attractiveness. *Business & Society, 41*, 292-318.

Baden, D.A., Harwood, I.A. and Woodward, D.G. (2009), "The effect of buyer pressure on suppliers in SMEs to demonstrate CSR practices: an added incentive or counterproductive?", *European Management Journal*, Vol. 27 No. 6, pp. 429-441.

Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*, 32, 63-86.

Bhattacharya, C. B., & Sen, S. (2003). Consumer–company identification: A framework for understanding consumers' relationships with companies. *Journal of marketing*, 67(2), 76-88.

Bhattacharya, C., Sen, S., and Korschun, D. (2008). Using corporate social responsibility to win the war for talent. *MIT Sloan Manage*. Rev. 49, 37–44.

Brammer, S. J., Millington, A. I., & Pavelin, S. (2006). Is philanthropy strategic? An analysis of the management of charitable giving in large UK companies. *Business Ethics: A European Review*, 15, 234–245.

Brammer, S., Williams, G., & Zinkin, J. (2007). Religion and attitudes to corporate social responsibility in a large cross-country sample. *Journal of business ethics*, 71(3), 229-243.

Branco, M. C. and Rodrigues, L. L. (2006). Corporate social responsibility and resourcebased perspectives. *Journal of Business Ethics, 69*, 111-132.

Brown, R. B. (1996). Organizational commitment: Clarifying the concept and simplifying the existing construct typology. *Journal of vocational behavior*, 49(3), 230-251.

Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. Business ethics: A European review, 16(1), 19-33.

Cook, J., Oreskes, N., Doran, P. T., Anderegg, W. R. L., Verheggen, B., Mibach, E.W., Carlton, J. S., Lewandowsky, S., Skuce, A. G., Green, S. A., Nuccitelli, D., Jacobs, P., Richardson, M., Winkler, B., Painting, R., Rice, K. Consensus on consensus: A synthesis of consus estimates on human-caused global warming. *Environmental Research Letters*, Vol. 11, No. 4,048002, 13.04.2016.

Davies, G., Chun, R., & Da Silva, R. V. S. Roper (2003), *Corporate Reputation and Competitiveness*.

de Gilder, D., van den Heuvel, H., & Ellemers, N. (1997). Het 3-componenten model van commitment. *Gedrag en Organisatie.*

De Vries, G., Terwel, B. W., Ellemers, N., & Daamen, D. D. (2015). Sustainability or profitability? How communicated motives for environmental policy affect public perceptions of corporate greenwashing. *Corporate Social Responsibility and Environmental Management, 22*(3), 142-154.

De Waal, F. (1996). Good natured: The origins of right and wrong in humans and other animals. Cambridge, MA: Harvard University Press.

Du, S., Bhattacharya, C. B., & Sen, S. (2010). Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International journal of management reviews, 12*(1), 8-19.

Dutton J.E., Dukerich J.M., & Harquail C.V. (1994), Organizational images and member identification, *Administrative Science Quaterly*, 39, 239-263.

Ellemers, N., Kingma, L., van de Burgt, J., & Barreto, M. (2011). Corporate social responsibility as a source of organizational morality, employee commitment and satisfaction. *Journal of Organizational Moral Psychology, 1*, 97–124.

European Commission (2001) European Commission . (2001). *Green paper: Promoting a European framework for corporate social responsibility.* COM 366. Brussels: European Commission.

Falkenberg, J., & Brunsæl, P. (2011). Corporate social responsibility: a strategic advantage or a strategic necessity?. *Journal of business ethics, 99*(1), 9-16.

Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms. *Journal of Business Ethics, 125*(4), 563-580.

Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods, 41*, 1149-1160.

Freeman, R. E. (1994). The politics of stakeholder theory. *Business Ethics Quarterly, 4*, 409–421.

Frey, B., 1997, Not Just for the Money: *An Economic Theory of Personal Motivation, Cheltenham*, Edward Elgar.

Friestad, M., & Wright, P. (1994). The persuasion knowledge model: How people cope with persuasion attempts. *Journal of consumer research, 21*(1), 1-31.

Giménez Leal, G., Casadesús Fa, M., & Valls Pasola, J. (2003). Using environmental management systems to increase firms' competitiveness. *Corporate Social Responsibility and Environmental Management, 10*(2), 101-110.

Giudici, G., Guerini, M., & Rossi-Lamastra, C. (2019). The creation of cleantech startups at the local level: the role of knowledge availability and environmental awareness. *Small Business Economics, 52*(4), 815-830.

Global Footprint Network, 2019. (The National Footprint Accounts, 2011 edition). *Global Footprint Network*, Oakland, CA, USA

Global Climate Strike. (2019, September 28). 7.6 Million People Demand Action After Week of Climate Strikes. Retrieved from https://globalclimatestrike.net/7-million-people-demand-action-after-week-of-climate-strikes/.

Graafland, J. J. (2013). Motives of CSR. In S. O. Idowu, N. Capaldi, L. Zu, & A. Das Gupta (Eds.), *Encyclopedia of Corporate Social Responsibility* (pp. 1722-1728). Heidelberg: Springer Verlag

Graves, S. B., & Waddock, S. A. (1994). Institutional owners and corporate social performance. *Academy of Management journal, 37*(4), 1034-1046.

Hayes, A. F. (2012). PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling.

Hui, C., & Lee, C. (2000). Moderating effects of organization-based self-esteem on organizational uncertainty: Employee response relationships. *Journal of Management, 26*(2), 215-232.

Jie, C. T., & Hasan, N. A. M. (2016). Determinants of Corporate Social Responsibility (CSR) and Intrinsic Job Motivation. *Malaysian Journal of Social Sciences and Humanities (MJSSH), 1*(2), 25-35.

Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational and Organizational Psychology, 83*(4), 857-878.

Jones, T. M. (1995). Instrumental stakeholder theory: A synthesis of ethics and economics. *Academy of Management Review, 20*, 404–437.

Kanfer, R., Chen, G., & Pritchard, R. D. (2008). Work motivation: Forging new perspectives and directions in the post-millennium. *Work Motivation. Past, Present and Future (601-632). New York: Routledge Publishing.*

Kanfer, R., Frese, M., & Johnson, R. E. (2017). Motivation related to work: A century of progress. *Journal of Applied Psychology, 102*(3), 338.

Kelman, H. C. (1958). Compliance, identification, and internalization three processes of attitude change. *Journal of conflict resolution, 2*(1), 51-60.

Khojastehpour, M., & Johns, R. (2014). The effect of environmental CSR issues on corporate/brand reputation and corporate profitability. *European Business Review*.

Kim, H. R., Lee, M., Lee, H. T., & Kim, N. M. (2010). Corporate social responsibility and employee–company identification. *Journal of Business Ethics, 95*(4), 557-569.

Klassen, R. D., & McLaughlin, C. P. (1996). The impact of environmental management on firm performance. *Management science, 42*(8), 1199-1214.

Lawler III, E. E. (1992). The ultimate advantage: Creating the high-involvement organization.

Leach, C. W., Ellemers, N., & Barreto, M. (2007). Group virtue: the importance of morality (vs. competence and sociability) in the positive evaluation of in-groups. *Journal of personality and social psychology, 93*(2), 234.

Lee, S.-H., T. W. Lee and C.-F. Lum: 2008, 'The Effects of Employee Services on Organizational Commitment and Intentions to Quit', *Personnel Review 37(2),* 222– 237.

Lindner, J. R. (1998). Understanding employee motivation. Journal of extension, 36(3), 1-8.

Lythreatis, S., Mostafa, A. M. S., & Wang, X. (2019). Participative leadership and organizational identification in SMEs in the MENA Region: Testing the roles of CSR perceptions and pride in membership. *Journal of Business Ethics, 156*(3), 635-650.

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior, 13*(2), 103-123.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin, 108*(2), 171.

McCracken, G. (1988). The Long Interview. Newbury Park, CA: Sage.

McShane, S. L., & Von Glinow, M. A. (2015). Organizational Behavior 7/e.

Melo, T., & Garrido-Morgado, A. (2012). Corporate reputation: A combination of social responsibility and industry. *Corporate social responsibility and environmental management, 19*(1), 11-31.

Meyer, J. P and Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*, 61-89.

Meyer, J. P and Allen, N. J. (1997). *Commitment in the workplace Theory, research, and application. Thousand Oaks, CA:* Sage.

Meyer, J. P., Stanley, D. J., Herscovitch, L. and Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior, 61*, 20- 52.

Montiel, I. (2008). Corporate social responsibility and corporate sustainability: Separate pasts, common futures. *Organization & Environment, 21*, 245-269.

Morimoto, R., Ash, J., & Hope, C. (2005). Corporate social responsibility audit: From theory to practice. *Journal of Business ethics, 62*(4), 315-325.

Mosquera, P. M. R., Manstead, A. S., & Fischer, A. H. (2002). The role of honour concerns in emotional reactions to offences. *Cognition & Emotion, 16*(1), 143-163.

Mowday, R. T., Steers, R. M. and Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224-247.

O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology, 71*(3), 492.

O"Reilly, C and Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology, 71*, 492-499.

Oldham, G. R., Hackman, J. R., & Pearce, J. L. (1976). Conditions under which employees respond positively to enriched work. *Journal of applied psychology, 61*(4), 395.

Organ, D. W and Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology, 48*, 775– 802.

Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organizational commitment. *Business and Society, 43*, 269–319.

Ramesh, K., Saha, R., Goswami, S., & Dahiya, R. (2019). Consumer's response to CSR activities: Mediating role of brand image and brand attitude. *Corporate Social Responsibility and Environmental Management, 26*(2), 377-387.

Roberson, L. (1990). Functions of work meanings in organizations: Work meanings and work motivation.

Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in organizational behavior, 30*, 91-127.

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior, 39*(5), 559-579.

Schuler, R. S., Budhwar, P., Florkowski, G. W. (2002, March): *International human resource management*: Review and critique. In: International Journal of Management Reviews: 41-70.

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. *Advances in experimental social psychology, 25*(1), 1-65.

Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of marketing Research, 38*(2), 225-243.

Sen, S., Bhattacharya, C. B., & Korschun, D. (2006). The role of corporate social responsibility in strengthening multiple stakeholder relationships: A field experiment. *Journal of the Academy of Marketing science, 34*(2), 158-166.

Skitka, L. (2003). Of different minds: An accessible identity model of justice reasoning. *Personality and Social Psychology Review, 7*, 286297.

Smith, G.P. (1994). Motivation. In Tracey, W. (Ed.). *Human resources management and development handbook*. 2nd ed.

Sternberg, E. (2000). Just business: *Business ethics in action (2nd edition)*. Oxford, UK: Oxford University Press.

Stojanović, A., Mihajlović, I., & Schulte, P. (2016). Corporate Social Responsibility: Environmental Aspects. In *International May Conference on Strategic Management-IMKSM2016, 28-30. May 2016, Bor, Serbia*.

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of management review, 15*(4), 666-681.

Turker, D. (2009). How corporate social responsibility influences organizational commitment. *Journal of Business ethics, 89*(2), 189.

Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review, 7*, 349–361.

Valentine, S., & Fleischman, G. (2008). Professional ethical standards, corporate social responsibility, and the perceived role of ethics and responsibility. *Journal of Business Ethics, 82*, 657–666.

Van Knippenberg, D. (2000). Work motivation and performance: A social identity perspective. Applied psychology, 49(3), 357-371.

Van Prooijen, A. M., Ellemers, N., Van Der Lee, R., & Scheepers, D. T. (2018). What seems attractive may not always work well: Evaluative and cardiovascular responses to morality and competence levels in decision-making teams. *Group Processes & Intergroup Relations, 21*(1), 73-87.

Wang, W., Fu, Y., Qiu, H., Moore, J. H., & Wang, Z. (2017). Corporate social responsibility and employee outcomes: A moderated mediation model of organizational identification and moral identity. *Frontiers in psychology, 8*, 1906.

Wegge, J., Van Dick, R., Fisher, G. K., Wecking, C., & Moltzen, K. (2006). Work motivation, organisational identification, and well-being in call centre work. *Work & Stress, 20*(1), 60-83.

Williamson, D., Lynch-Wood, G. and Ramsay, J. (2006). Drivers of environmental behaviour in manufacturing SMEs and the implications for CSR. *Journal of Business Ethics, 67*, pp. 317–330.

Appendices

Appendix 1 - Invitation

Dear colleague,

In terms of conducting a thesis research for the Master of Social, Health and Organizational Psychology at Utrecht University, I would like to invite you to participate in a study investigating your perceptions of sustainability and environmental awareness of EVBox. I'd kindly ask you to fill in an online questionnaire which would take around 10 minutes of your time. Please know that your participation is voluntary, and all information are completely confidential. The results are analyzed generally and therefore is not possible to track down individual participants.

Please, click on following link to go to the survey.

Thank you for your contribution!

Sincerely,

Lucia Martancikova, HR Intern

Dear participant,

Thank you for taking part in this survey. The results of this research will contribute to my master thesis at Utrecht University. Following questions would concern your perceptions of sustainability and environmental awareness of EVBox. Completing this questionnaire would take around 10 minutes and it can be completed via online survey platform Qualtrics. There are no known or anticipated risks associated with participation in this study.

Your participation is voluntary, and you can withdraw at any moment. Your answers will be recorded as confidential and would solely serve for research and scientific purposes. All data collected, up until the moment you discontinue participation, or the experiment has ended, will be used for research. No data in publications can be traced back to individuals.

If you have questions about the research, you can contact me via l.martancikova@students.uu.nl or approach me personally.

By clicking "yes", you indicate that you are 18 years or older and questionnaire would follow.

Sincerely,

Lucia Martancikova

Appendix 2 - Debriefing

Dear colleague,

Thank you for participating in the survey!

You have just taken part in a scientific study I conduct with my supervisor Tatiana Chopova, a PhD candidate at Utrecht University. In case of interest, you can contact her via e-mail t.chopova@uu.nl.

Following information are provided to debrief you with the idea why this study is conducted. If you have questions and/or comments regarding the research, please don't hesitate to contact us.

The aim of this study is to investigate the relationship between corporate social responsibility (with specific focus on sustainability and environmental awareness) of the organization and the employees. The questions you answered would provide us with insight of to what extent employees identify themselves with EVBox, how motivated and committed they are and how moral they think EVBox is.

Additionally, participants who took part in this study were randomly divided into two experimental groups. One group read a text describing acts EVBox is performing in terms of being more sustainable and environmentally conscious and the other group received no text to read. We are interested in the effect this text would have on the answers of respondents. Because of the integrity of the research, we cannot provide you with the results in advance.

As you know, your participation in this study is voluntary. All data collected is anonymized and it will be used for research purposes.

We expect more participants at EVBox to take part in this survey, therefore we kindly ask you not to talk to your colleagues about the content of the questionnaire or the research. The reason behind this is that prior knowledge of other responses can influence their expectations, which lead to a distortion of the results. We count on your cooperation.

If you have any questions, please contact me.

Thank you for your time and cooperation!

Lucia Martancikova

l.martancikova@students.uu.nl

Organizational Identification

Everyone belongs to different social groups or social categories. Some of these
groups relate to your work environment. I would like you to think about your
social group (s) within EVBox and indicate, to what extent the following statements
match your feelings. There are no right or wrong answers; it's only about you expressing your
opinions.

(1 = totally disagree, 7 = completely agree)

1. When I talk about EVBox, I usually say 'we' rather than 'they''.

        1   2   3   4   5   6   7

2. When someone criticizes EVBox, it feels like personal insult.

        1   2   3   4   5   6   7

3. I am very interested about what others think of EVBox.

        1   2   3   4   5   6   7

4. EVBox's successes are my successes.

        1   2   3   4   5   6   7

5. When someone praises EVBox, it feels like a personal compliment.

        1   2   3   4   5   6   7

6. If a story in the media criticized EVBox, I would feel embarrassed.

        1   2   3   4   5   6   7

Please read the following section carefully. In the next section, a question concerning this text would follow.

EVBox envisions a future where everyday transport is electric, emission-free and sustained by a green charging infrastructure. EVBox's mission is, together with providing best electric vehicle charging experience, to accelerate the transition towards a zero-emission future. Preaching what they say, EVBox is taking active steps towards greener tomorrow:

- EVBox's charging stations made from polycarbonate, 100% recyclable
- Charging 36 kWh/year = 12,000 metric tons of CO_2 emissions saved each year
- Local manufacturing – saving fuel and prevent 74 tons of CO_2 emissions
- Olympic EDGE office- one of the most sustainable buildings in the world (Energy Label A, BREEAM Excellent certificate)
- Previous building materials reused as flooring
- 40% of all parking spots will be equipped with charging points
- No chemicals used in cleaning
- Building operations are CO_2 neutral
- Roof solar panels to offset emissions
- Future actions - NL Cares – engaging employees in volunteer work for disadvantaged communities

A lot needs to be done to gradually transfer everyday commuting from ICE to electricity driven vehicles. By this mean, we can make our planet a more sustainable place to live. By its products and employees' efforts, EVBox contributes greatly to this mission.

On the previous page, I read that EVBox feels it's important to contribute to better environment and zero- emission future.

Yes

No

I would like you to think about activities EVBox conducts in field of sustainability and environmental awareness. Which activities of EVBox's efforts find you the most valuable?

Perceived Organizational Morality

I would like you to think to where, according to your opinion, EVBox stands considering following questions: (1 = totally disagree, 7 = completely agree)

To what extent do you feel EVBox is…

1. …honest?

          1   2   3   4   5   6   7

2.   …sincere?

          1   2   3   4   5   6   7

3.   …trustworthy?

          1   2   3   4   5   6   7

Job Motivation

The following statements relate to your work within EVBox. I would like you to
to indicate the extent to which the statements match your feelings on
a scale from 1 to 7. (1 = totally disagree, 7 = completely agree)

1. In general, I enjoy the work that I do.

          1   2   3   4   5   6   7

2.   I take pride in doing my job as well as I can.

          1   2   3   4   5   6   7

3.   I try to think of ways of doing my job effectively

          1   2   3   4   5   6   7

4.   I feel a sense of personal satisfaction when I do this job well

          1   2   3   4   5   6   7

5.   I like to look back on the day's work with a sense of a job well done.

          1   2   3   4   5   6   7

Organizational Commitment

In following sentences, you'd find 3 statements relating to your feeling towards EVBox.
Please indicate to what you agree or disagree with these sentences. (1 = totally disagree, 7 =
completely agree)

1. I feel like 'part of the family' at EVBox

          1   2   3   4   5   6   7

2.   I feel 'emotionally attached' to EVBox

          1   2   3   4   5   6   7

3.   I feel a strong sense of belonging to EVBox

1   2   3   4   5   6   7

Perceived Business/ Moral Motive

Next statements would be related to EVBox's engagement in Corporate Social Responsibility. Please express your opinion on a scale 1-7.

I think EVBox engages in Corporate Social Responsibility, because the company

1. thinks customers expect this from them.

          1   2   3   4   5   6   7

2.   wants to have a positive image.

          1   2   3   4   5   6   7

3.   wants to obtain publicity.

          1   2   3   4   5   6   7

4.   hopes to obtain more customers.

          1   2   3   4   5   6   7

5. wants to contribute to a better environment.

          1   2   3   4   5   6   7

6. believes that this is the right thing to do from a moral perspective.

          1   2   3   4   5   6   7

7. wants to create a better world for future generations.

          1   2   3   4   5   6   7

Demographic data

The following questions aim to form an image of your demographic data.

I would like to emphasize that your answers will be treated confidentially and no personal information is identified in the investigation.

- What is your age? open
- What is your gender? M/F
- What is your nationality? open
- What is your highest level of education? Highschool/ Bachelor degree / Master degree /PhD degree
- In which country are you employed? The Netherlands / Other: (open)
- Where are you working? departments
- What is your position within the company? Leading / Not managerial

- Employment contract - Internship / Definite period/ Indefinite period / Contractor

- How many years are you working at this company? Open

Appendix 4 – Principal Component Analysis

Rotated Structure Matrix for PCA with Varimax Rotation of a Five Component Questionnaire

Items	Rotated Component Coefficients					
	Comp 1	Comp 2	Comp 3	Comp 4	Comp 5	Communalities
JM 5	**.830**		.103			.709
JM 2	**.792**	.121	.250			.712
JM 3	**.647**	.245		.150	.163	.537
JM 4	**.616**	.169	.142		.361	.559
JM 1	**.615**	-.118	.431		.155	.602
PMM 7	.196	**.886**	.111		.129	.855
PMM 5	.131	**.882**	.147		.244	.877
PMM 6		**.731**	.121	.151	.312	.679
OC 2		.128	**.873**			.784
OC 1	.131	.104	**.844**	.129		.763
OC 3	.282	.153	**.824**	-.155		.815
PBM 3		-.192	-.133	**.846**		.778
PBM 2			.123	**.843**		.727
PBM 4	.144	.125		**.767**		.630
PBM 1		.372		**.605**		.552

POM 1		.146			**.901**	.838
POM 3	.132	.143	.103	-.153	**.819**	.743
POM 2	.144	.330		.127	**.745**	.702

Note: *Major loadings for each item are bolded.*

Comp = Component, JM = Job Motivation, OC = Organisational Commitment, PMM = Perceived Moral Motive, POM = Perceived Organisational Morality, PBM = Perceived Business Motive, OI = Organisational Identification.

Appendix 5a

Significant Effects Employment

	β	p
Organisational Commitment		
Female	.265	.014
Other	.082	.436

Note: Gender compared to reference category male.

Appendix 5b

Significant Effects Employment

	β	p
Perceived Organisational Morality		
Up to 2 months of experience	.352	.004
Up to 5 months of experience	.251	.033
Up to 11 months of experience	-.108	.348

Note: Experience compared to reference category more than 12 months of experience.