

**WHEN DOING GOOD FEELS GOOD –
THE MODERATING EFFECT OF EFFICACY BELIEFS AND VALUES
ON THE RELATIONSHIP BETWEEN
CORPORATE SOCIAL RESPONSIBILITY
AND JOB SATISFACTION**

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ABSTRACT

Today's social, economic and ecological challenges are calling for a comprehensive change in the minds and actions of people globally. Interest in corporate social responsibility (CSR) is therefore increasing among academic and managerial circles. Furthermore, studies have shown that a growing number of individuals desire to have a positive societal or environmental impact through their job. This research examined to which extent on the job impact opportunities for employees as well as CSR activities of the firm contribute to job satisfaction. Additionally, I analyzed how the relationship between individual on the job impact opportunities and job satisfaction is moderated by general self-efficacy beliefs as well as how the relationship between CSR activities of the firm and job satisfaction is moderated by being value driven. This study therefore attempted to close a knowledge gap related to moderating mechanisms of CSR and outcomes on a micro level. To test my hypotheses I used a scenario study design with online questionnaires. The results revealed that both on the job impact opportunities and CSR activities of the firm increase an individual's job satisfaction. Moreover, the results supported that job satisfaction associated with on the job impact opportunities further increases if the individual's general self-efficacy belief is high. I further found out that job satisfaction associated with CSR of the firm is only increased if the respondent's concern for the environment or concern for others is high, while the fact whether financial prosperity and responsibility is valued does not have any impact on job satisfaction.

Keywords: Corporate social responsibility, job satisfaction, self-efficacy, values, impact opportunities

INTRODUCTION

A new paradigm for business seems to be developing, as companies are no longer expected to be mere contributors to the global economy, but rather to reconcile the so-called triple bottom line by taking into account economic, ecological and social dimensions with every business decision (Pajo & Lee, 2010). Hence, corporate social responsibility (CSR), as a “way in which business consistently creates shared value in society through economic development, good governance, stakeholder responsiveness and environmental improvement“ (Visser, 2011, p.26), is becoming increasingly important for a firm’s strategy.

Businesses are facing expectations from governments, media and society to act as good corporate citizens by demonstrating social responsibility (Pajo & Lee, 2010). Moreover, societal demands for CSR are revealed in the increasing number of individuals who desire to contribute to society through positive impact of their job. Attitudes regarding work have shifted, as people are searching for jobs that have significance and provide them with a sense of internal satisfaction (Scroggins, 2008). A survey by the non-profit organization Net Impact affirmed that 53 percent of interviewed workers and 72 percent of interviewed students about to enter the workforce said that “a job where I can make an impact” was important to their happiness (Net Impact, 2012, p. 4).

Some studies also indicate that organizations have not created sufficient meaningful and emotionally satisfying work experiences for employees (Scroggins, 2008). It appears as if companies therefore need to place greater emphasis on CSR activities. And they further need to provide on the job impact opportunities in order to meet the emerging needs for significant tasks of current and potential employees, thus creating greater job satisfaction among the workforce.

The purpose of this study is therefore to analyze to which extent on the job impact opportunities for employees as well as CSR activities of the firm contribute to job satisfaction. Hence, I will examine how the individual outcome ‘job satisfaction’ is dependent on the work context on both an individual level (what employees can do) and an organizational level (what the firm does) with respect to CSR activities. Additionally, I will assess how the relationship between individual impact opportunities and job satisfaction is moderated by general self-efficacy on the one hand and how the relationship between CSR of the firm and job satisfaction is moderated by being a value driven employee on the other hand.

The concept of efficacy includes people's individual beliefs to be capable of a designated performance that have an influence on events affecting their lives (Bandura, 1994). Self-efficacy beliefs determine how people think, feel, behave and motivate themselves, (Bandura, 1994), which is why a significant explanatory potential can be seen in this personality trait. Concerning the second moderator, values can be seen as guiding principles for behavior (Rokeach, 1973) as well as drivers for attitudes such as job satisfaction. Values therefore have a considerable impact on one's decisions, actions and related sentiments.

This study attempts to close a knowledge gap related to the need for understanding moderating mechanisms that link CSR with outcomes. Moreover, this study's theoretical contribution needs to be seen in its focus on a micro level of analysis since so far CSR has been primarily studied at the macro level only (Aguinis & Glavas, 2012). However, this study also contains an element on the macro level. While job satisfaction, on the job impact opportunities as well as general self-efficacy beliefs and being value driven all take place on an individual level, CSR activities of the firm relate to actions and events on an organizational level. These organizational activities in turn have an effect on the micro level through individual perceptions.

Furthermore, the practical contribution of this thesis lies in the research topic's relevance for organizations because the extent to which employees are satisfied with their job can be seen as a pivotal element for high individual and organizational performance. Understanding how employees perceive CSR, in which way this perception contributes to job satisfaction and how these cohesions are being moderated can provide important insights for recruiting and retaining talents, designing jobs and acting as a corporate citizen.

THEORETICAL FRAMEWORK

The conceptual framework of this thesis consists of insights from several theories such as Herzberg's two-factor theory of satisfaction and motivation (1966), Hackman and Oldham's job characteristics model (1976), Carroll's pyramid of corporate social responsibility (1991), Greenberg's organizational justice concept (1990), Bandura's theory of self-efficacy (1982) as well as Festinger's cognitive dissonance theory (1962).

On the Job Impact Opportunities and Job Satisfaction

Job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences" (Locke, 1976, p. 1300). As for that matter, it is

important to distinguish between intrinsic and extrinsic job satisfaction. While intrinsic job satisfaction refers to how people feel about the nature of the job tasks themselves, extrinsic job satisfaction refers to how people feel about aspects of their work that are external to the job tasks, such as pay, worktime flexibility or security (Spector, 1997). In the present study, I will focus on intrinsic job satisfaction and therefore neglect aspects related to the extrinsic dimension.

The two-factor theory of satisfaction and motivation (Herzberg, 1966) proposes that employee satisfaction is determined by so-called “motivators”, which are factors intrinsic to work such as the nature of work, sense of achievement, recognition, responsibility, personal growth and advancement. These factors are believed to motivate employees to strive for superior effort and performance, which in turn results in job satisfaction. So-called “hygiene factors” on the other hand are factors extrinsic to the work itself such as working conditions, company policies, job security, supervisory practices and pay plans. The Herzberg theory further suggests that a job will increase employee motivation or job satisfaction only to the degree that motivators are designed into the work itself so that the content of the actual work is being enriched while changes of mere hygiene factors do not enhance employee motivation or job satisfaction (Hackman & Oldham, 1976).

Opportunities for having a positive effect on society or the environment within the scope of one’s work are referred to as *on the job impact opportunities* in this study. These opportunities include working on a product or service that contributes to sustainability, thereby having a positive social, ecological or economic impact. These opportunities can also involve participating in CSR programs that consist of corporate volunteering initiatives for instance, which enable employees to volunteer in local community projects supported by their employers (Pajo & Lee, 2010). An employee’s impact, as the extent to which one’s actions improve the welfare of others or the environment, is thereby enhanced (Grant, 2007).

These on the job impact opportunities can be seen as motivators according to Herzberg’s theory. In this sense, the content of an employee’s job is being enriched as increasing on the job impact opportunities is a form of increasing the significance of the job, which leads to perceived meaningfulness in the end. Both meaningfulness and significance are subjective perceptions. However, given the growing interest in and demand for contributing to sustainability (e.g., through CSR activities), it can be assumed that work, which has a positive impact on society or the environment, is perceived as significant (Grant, 2008).

Furthermore, according to the job characteristics model, specific job characteristics such as task significance positively affect job satisfaction through a perceptual process (Hackman & Oldham, 1976). These specific job characteristics intrinsically enrich jobs leading to positive psychological states, such as feelings of purposefulness and responsibility, which in turn contribute to satisfaction with the job. Task significance can therefore be understood as the extent to which a job provides opportunities to improve the welfare of others. Following the logic of the job characteristics model, it is reasonable to assume that on the job impact opportunities are elements of task significance that induce job satisfaction. This leads us to the first hypothesis of the underlying study:

H1: On the job impact opportunities for employees are positively related to job satisfaction.

CSR of the Firm and Job Satisfaction

While the previous section was concerned with on the job impact opportunities, i.e. what an individual can do, the following section will deal with CSR activities of the firm, i.e. what an organization does. Similarly to the previous line of argumentation, it can be argued that ethical business practices such as engaging in CSR activities lead to favorable employee work outcomes like job satisfaction (Valentine, Greller, Richtermeyer, 2005). The concept of organizational justice can provide indication for that, as it examines employee judgments of an organization's actions as well as resulting employee's attitudes and behavior (Greenberg, 1990). While organizational justice generally refers to perceptions of a fair treatment of individuals within an organization, CSR activities also include a fair treatment of individuals or environments outside of the organization.

According to Carroll (1991) four components need to be present in order for a business to be considered socially responsible. These components are economic, legal, ethical and philanthropic responsibilities, which build a pyramid with the latter responsibility on top of it (Appendix A). Economic responsibility requires companies to be profitable in order to meet consumer needs, which is why it builds the foundation on which all other responsibilities rest. Legal responsibility refers to obeying the law as society's codification of what is right and wrong (Carroll, 1991). Ethical responsibility deals with following moral standards including environmental and societal concerns. And philanthropic responsibility (sometimes also referred to as discretionary responsibility) contains companies' voluntary actions to benefit the communities in which they operate as well as improving the quality of

life (Carroll, 1991). It is important to point out that Carroll's notion of CSR, which is well respected amongst scholars in that field (Smith, 2011), is consistent with the capitalist economic view, indicating that firms need to make profit in order to operate. This manifests the crucial realization that profit and socially responsible actions do not oppose each other.

Furthermore, seven main groups of CSR activities can be distinguished, namely CSR activities related to the marketplace, workforce, supply chain, community, environment as well as to stakeholder engagement and leadership (Ashridge Centre for Business and Society, 2005). *CSR of the firm* therefore includes any observed and recognized activities of a firm which deal with product responsibility, fair remuneration, assuring diversity, equality, health, safety and well-being of the workforce, promoting social and economic inclusion, stakeholder consultation, employee volunteering, resource and energy use, pollution and waste management as well as ethical leadership.

Rupp, Ganapathi, Aguilera and Williams (2006) proposed that CSR and justice share a fundamental ethical assumption of normative treatment and that employees' perceptions of their organization's level of CSR engagement can impact individuals' own attitudes and perceptions of justice even if they are not directly affected themselves by any CSR activities of the organization (Rupp et al., 2006). In like manner, Lind, Kulik, Ambrose and de Vera Park's (1993) fairness heuristic states that employees who perceive their organization to be ethical are also likely to perceive their organization as being fair to them, which in turn, is likely to enhance overall job satisfaction.

Furthermore, the multiple-needs model of organizational justice suggests that employee's concerns regarding socially responsible actions derive from instrumental, interpersonal and morality based needs (Cropanzano, Byrne, Bobocel, Rupp, 2001). Hence, it can be argued that employees' job satisfaction increases due to CSR activities of the firm, which fulfill those needs. In this sense, employees believe that just and ethical corporate behavior provides the best outcomes in the long run (instrumental needs). Additionally, such corporate behavior meets the workforce's needs for positive social relationships and interpersonal standing among valued groups (interpersonal needs). Lastly, justice and ethical corporate behavior is believed to be important for its own sake (morality based needs), as individuals prefer to live in ethical social systems, which are regarded as more meaningful (Crawshaw, Cropanzano, Bell, Nadisic, 2013). Consequently, the second hypothesis of the underlying study is:

H2: Perceived CSR of the firm is positively related to job satisfaction.

General Self-efficacy Beliefs and Job Satisfaction

Both work context dimensions, i.e. what an individual can do and what the firm does to contribute to a (perceived) significant purpose, can be seen as related to job satisfaction. But how is this relationship being moderated? There is a widespread acceptance among researchers that job satisfaction partly has a dispositional source, meaning that specific personality traits lead to job satisfaction (Judge, Heller, Mount, 2002). Judge, Locke and Durham (1997) proposed self-efficacy as one of four specific traits constituting a construct of so-called core self-evaluations, which was originally aimed at explaining the dispositional source of job satisfaction. (The other traits are self-esteem, locus of control and emotional stability.) It seems standing to reason that self-beliefs such as self-efficacy might as well serve as moderators instead of direct antecedents for job satisfaction as they are prominently used as moderating variables in many theories within organizational science (e.g., Jex & Bliese, 1999; Brief & Aldag, 1981).

Self-efficacy is defined as “people's beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives“ (Wood & Bandura, 1989, p. 364). To be successful, an individual thus requires not only specific skills but also a resilient self-belief to accomplish desired objectives, which is why people with the same skills may perform poorly or extraordinarily depending on their self-efficacy (Wood & Bandura, 1989). Hence, an efficacious mind-set can lead individuals to set themselves challenging goals to which they feel committed to, as they approach difficult or even threatening situations with the confidence that they can control them (Bandura, 1994). Moreover, high self-efficacy can enhance personal accomplishment and well-being, as people with high assurance in their capabilities are more willing to face problems, which in turn fosters intrinsic interest (Bandura, 1994). Individuals with a strong belief in their capabilities can consequently be seen as more likely to be satisfied with a large scope of action and sphere of influence including opportunities to have a positive impact. In contrast, people with low self-efficacy doubt their capabilities so that they rather shy away from difficult tasks, leading to low aspirations and a higher likelihood of stress and depression (Bandura, 1994). According to Bandura's notion, self-efficacy is a situation-specific competence belief. However, in the present study I am interested in self-efficacy as a situation-independent and more stable, trait-like competence belief (Chen, Gully, Eden, 2004), which is commonly referred to as general self-efficacy (GSE) (Scherbaum, Cohen-Charash, Kern, 2006). As a side note, general self-efficacy must be distinguished from self-esteem, which is broader and represents “the overall value that one places on oneself as a person“ (Judge & Bono, 2001, p.

80).

In this sense, strong general self-efficacy can be seen as a moderator for the relationship between one's work opportunities to have social or environmental impact and job satisfaction because if one believes in being capable of controlling or changing certain events and conditions in one's life (e.g., wasteful use of resources) it is more likely that this person will in fact seize those opportunities and gain satisfaction as a result. Hence, it is reasonable to postulate the following hypothesis:

H3: The positive relationship between on the job impact opportunities for employees and job satisfaction becomes stronger when the employee has strong general self-efficacy beliefs.

Values and Job Satisfaction

Another attribute of importance for the purpose of this study is being value driven. Values have been an important construct in social science research, since they have been acknowledged as a key predictive and explanatory factor with respect to human and social dynamics (Schwartz, 2007). Values are not only guiding principles for behavior (Rokeach, 1973), but also drivers for attitudes such as job satisfaction, which can be understood as an attitude towards a job (Locke, 1976). Values are therefore part of perceptives as well as of decision-making processes. Values are obtained in many different ways, such as through one's family, school and other peer groups.

In the present study, I will examine the following four personal values on an individual level, which I argue to be linked to the four responsibilities according to Carroll's (1991) CSR pyramid. Firstly, *financial prosperity*, as the extent to which one values money, can be seen as related to aiming for profitable business and financial stability. This in turn refers to economic responsibility, which is established through responsibility towards shareholders for instance. Secondly, *responsibility*, as the extent to which one values being reliable, trustworthy and meeting obligations, can be associated with obeying rules and laws. This refers to legal responsibility, which is expressed through complying with social and environmental standards, paying a fair share of taxes and conducting transparent reporting. Thirdly, *concern for the environment*, as the extent to which one values nature and sustainability, can be seen as related to avoiding harm to the environment. This refers to ethical (and legal) responsibility, which is manifested in efficient resource and energy use, as well as waste and CO₂ reduction. Lastly, *concern for others*, as the extent to which one values

social justice as well as caring for people, can be linked with a fair treatment of human resources, suppliers, customers and community members. This refers to philanthropic (as well as ethical and legal) responsibility, which is expressed through a fair remuneration and community activities such as volunteering or donating. Hence, individuals who are referred to as highly value driven in this study, incorporate a value system containing financial prosperity, responsibility, concern for the environment and concern for others.

According to cognitive dissonance theory (Festinger, 1962), individuals strive to minimize dissonance such as the presence of incongruent perceptions or thoughts in order to avoid distress and dissatisfaction. Consequently, it can be assumed that individuals, who are value driven, generally strive not only to be ethical themselves but also to work for a firm that engages in actions, which facilitate or promote some social good. Since by that, they can avoid dissonance and distress. This leads to the last hypothesis of the present study:

H4: The positive relationship between CSR of the firm and job satisfaction becomes stronger when the employee is highly value driven.

Conceptual Model

All hypotheses put together result in a conceptual model (Figure 1), which describes two conditional direct effects with *job satisfaction* being the dependent variable. I expect the relationship between job satisfaction and the independent variable *on the job impact opportunities* to be moderated by *general self-efficacy*, while the relationship between job satisfaction and the second independent variable *CSR of the firm* is expected to be moderated by being *value driven*. One can assume that being value driven might as well moderate the relationship between individual on the job impact opportunities and job satisfaction, however, that relation will not be analyzed in the present study.

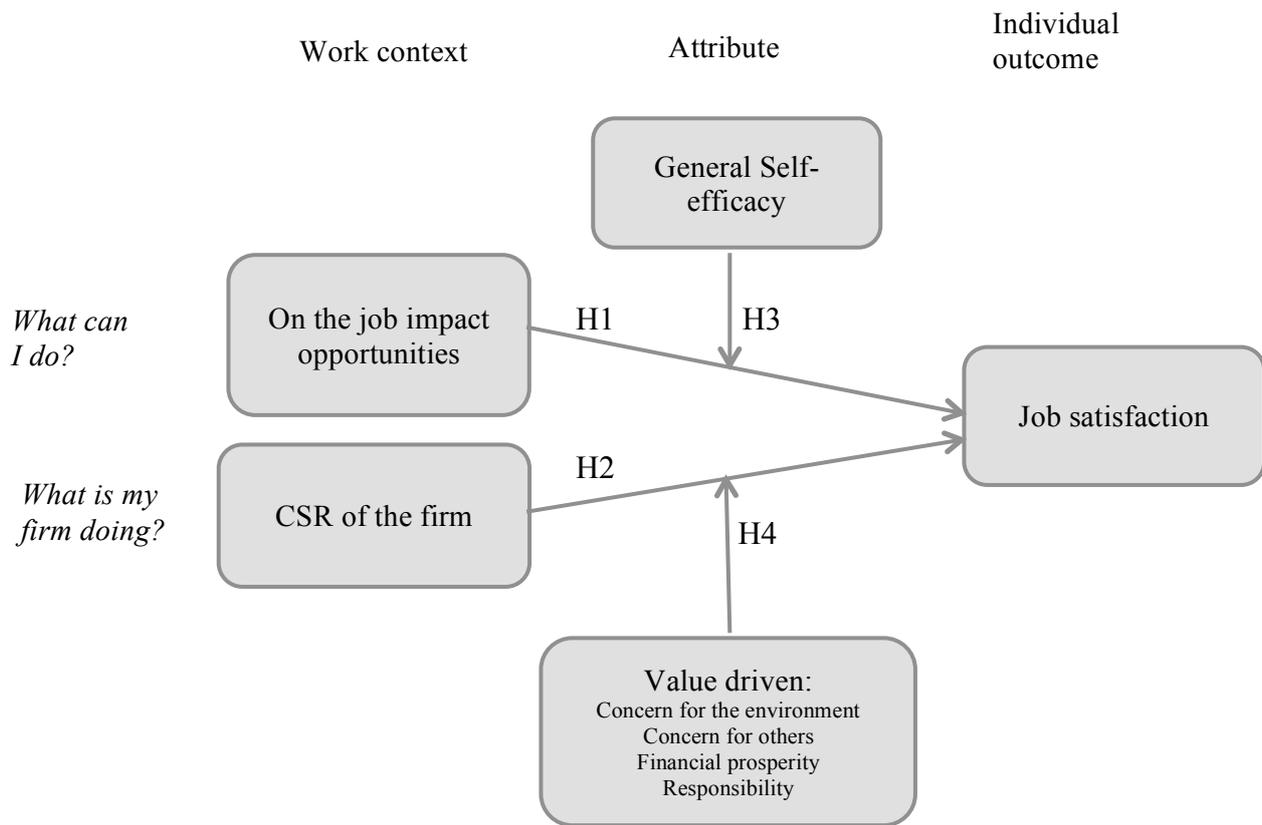


Figure 1. *Conceptual Model*

METHODOLOGY

Participants

I administered an online survey to 214 respondents by using my own (social media) network. This effort resulted in 124 completed responses, accounting for a usable response rate of 58%. A comparison of respondents and non-respondents did not indicate a particular response bias with respect to age, gender, nationality or occupation.

The sample consisted of 66 (53.2%) men and 58 (46.8%) women with 43.9% of all respondents being in the category of 25- to 28-year-olds and 37.4% being in the category of 21- to 24-year-olds. The majority of participants (72.4%) was still studying, while 25% of all respondents were employed and a negligible percentage of respondents was self-employed or already retired. Slightly over half of the sample was comprised of individuals who were from Germany (53.7%), while 31.7% were from other EU countries and 14.6% from a country outside the EU.

To protect confidentiality, the survey was anonymous and participation voluntary.

Research Design and Manipulation

In order to test the underlying hypotheses, I applied a mixed experimental research design consisting of two between-subjects and one within-subject factor. I conducted an online survey, in which different scenarios were described in text form. The participants were asked to fill in one out of eight different versions of a questionnaire. The different versions were assigned randomly, however, I ensured that each version was evenly distributed among the total number of respondents.

Each questionnaire contained two scenarios, one regarding the first independent variable *on the job impact opportunities* and one regarding the second independent variable *CSR of the firm*. Both independent variables had two levels, namely ‘existing’ (experimental condition) and ‘absent’ (control condition). Hence, the versions differed with regard to whether one, both or none of the independent variables ‘existed’ as a condition of the hypothetical firm called “GREAT JUICE”. Consequently, four different scenarios were covered. Also, the order of the scenarios presented in each questionnaire was counter balanced, in order to be able to control for carry-over effects. Hence, four additional scenarios emerged due to a reversed order. Table 1 displays the resulting eight combinations of scenarios (+ indicating the experimental condition; - indicating the control condition). The complete scenarios are depicted in Appendix B.

Version	Impact Opportunities (first text)	CSR of the firm (second text)	Version	CSR of the firm (first text)	Impact Opportunities (second text)
1	+	+	5	+	+
2	+	-	6	+	-
3	-	+	7	-	+
4	-	-	8	-	-

Table 1. *Scenarios in Questionnaires*

The different scenarios with opposite conditions were distributed to different groups of respondents. Since every respondent was confronted with only one of the two levels for each independent variable, I was making use of a between-subjects design. However, due to the fact that every respondent received a scenario for each of the two independent variables and

needed to assess his/her job satisfaction with regard to both scenarios (hence twice), I was conducting a within-subjects design as well.

All questionnaire versions further contained identical scales measuring *job satisfaction*, *general self-efficacy* and being *value driven* with respect to four values, each with a five-point scale response format. With respect to the concept *general self-efficacy* the participants were requested to indicate their personal level of agreement or disagreement with the given statements, while regarding *job satisfaction* they were asked to indicate to what extent they are satisfied or dissatisfied as a hypothetical employee of GREAT JUICE. Lastly, with regard to being *value driven*, the respondents were requested to indicate to what extent the given statements guide their behavior.

A manipulation check assessed whether the independent variables had the intended effect on the respondents. The check consisted of the two statements “As an employee at GREAT JUICE, there are opportunities to have a positive impact on society and/or the environment.” and “GREAT JUICE engages in Corporate Social Responsibility, i.e. they behave in a socially responsible way”. The respondents needed to decide to which extent those statements are true by responding on a four-point scale ranging from 1 (*Not at all true*) to 4 (*Exactly true*). I omitted a middle neutral response alternative in line with Krosnick’s (1991) satisficing hypothesis stating that many survey participants may find the task of responding difficult and exhausting so that they select the neutral response alternative, which involves the least amount of thinking. Thus, omitting a middle alternative can be expected to result in respondents providing meaningful attitudes that they would otherwise not have bothered to reveal. I supposed that participants might find it particularly difficult to respond to the manipulation check questions as they referred to a scenario, which demanded to put oneself into a hypothetic situation. In contrast, the items that measured *job satisfaction*, *general self-efficacy* and being *value driven*, referred to oneself, which I expected to be less difficult so that I provided a middle alternative in those cases.

I assessed all aspects of the questionnaire, including question content, wording, sequence, form and layout as well as question difficulty and instructions in a pretest conducted with a small subset of the respondent group.

Procedure

First, the participants were asked to read a scenario regarding each of the two independent variables with respect to the hypothetical juice producer GREAT JUICE. The respondents were presented with a manipulation check and the job satisfaction scale after both

scenarios. Secondly, the participants were asked to fill in the self-efficacy and values scales, followed by demographic information regarding age, gender, nationality and occupation. The necessary time to fill in the online questionnaire was around fifteen minutes. Instead of compensating the participants, I offered them a chance to win one out of five 20 € vouchers of their choice as an incentive. For participating in that lottery, the respondents had to provide me with their email address at the very end of the questionnaire. I did not inform the participants about the content of my research beforehand in order to prevent any manipulation of their responses. However, I provided a short debriefing as well as the opportunity to contact me in case of any inquiries.

Measures

General Self-efficacy. I measured the moderator *general self-efficacy* with the help of the New General Self-Efficacy Scale (NGSE) by Chen, Gully and Eden (2001). That scale is the most recent measure of GSE and consisted of eight items that are rated on a five-point scale with anchors ranging from 1 (*Strongly disagree*) to 5 (*Strongly agree*). An example item is “When facing difficult tasks, I am certain that I will accomplish them.” (Chen et al., 2001). Higher scores on this measure indicated higher levels of GSE. As the eight NGSE items yielded a scale that is theory based, unidimensional, internally consistent and stable over time, it outperformed other GSE scales, such as Sherer et al.’s General Self-Efficacy Scale (1982) or Schwarzer and Jerusalem’s General Perceived Self-Efficacy Scale (1995) (Chen et al., 2001; Scherbaum et al., 2006). The complete general self-efficacy scale is depicted in Appendix C.

Values. In order to measure the moderator being *value driven*, I used Brown and Crace’s (1996) Life Values Inventory (LVI), which mainly draws on Rokeach’s (1973) research. The LVI measures 14 values, however, as not all of them were equally relevant for the underlying study, I only included four values, namely *concern for the environment*, *concern for others*, *financial prosperity* and *responsibility*. Each of these relatively independent values was measured with three items (Brown & Crace, 1996) that were rated on a five-point scale with markers for 1 (*Seldom guides my behavior*), 3 (*Occasionally guides my behavior*) and 5 (*Frequently guides my behavior*) according to the revised LVI (2002). The assessment method of the LVI originally included not only a rating of the given values but also a ranking of the most important values as well as a ranking according to the importance of the values that the participants hope to have satisfied in different life roles. The participants

of the present study were however, only be asked for a rating. The complete values scale is depicted in Appendix D.

Job Satisfaction. I measured the dependent variable *job satisfaction* with the help of the Minnesota Satisfaction Questionnaire (MSQ). The response format was a five-point scale ranging from 1 (*Very dissatisfied*) to 5 (*Very satisfied*) with a low score translating into a low level of job satisfaction. The MSQ “long form” consisted of 100 items that constituted 20 subscales assessing satisfaction, while the MSQ “short form” consisted of those items that best represented each of the 20 subscales (Weiss, Dawis, England, Lofquist, 1967). The latter can be used to measure the three distinct components intrinsic, extrinsic and general job satisfaction (Weiss et al., 1967). However, in this study, I only measured intrinsic job satisfaction, since other external factors such as worktime flexibility or pay were not of relevance with regard to the underlying conceptual model. I selected the five subscales *ability utilization, achievement, moral values, social status* and *social service*, which were measured using two items for each subscale. One of the two items was selected from the MSQ short form, which already provided those satisfaction items with the highest scale score correlation (Weiss et al., 1967). I chose the other item with regard to content-related relevance. The complete job satisfaction scale is depicted in Appendix E.

Data Analysis

After a data gathering period of four weeks, I analyzed the data set with the help of the statistical program SPSS. Descriptive statistics such as frequency distributions, means and standard deviations were used to summarize the variables, while alpha coefficients served to assess the reliability of each scale. For a better understanding of the relationships among the variables, I performed a correlation analysis, resulting in a correlation matrix.

A missing values analysis showed that 42% of the 214 responses were incomplete so that I conducted a listwise deletion of the missing values. Furthermore, a skewness and kurtosis analysis indicated a normal distribution of the data, except for one extreme outlier, which I deleted listwise as well. These operations resulted in a final dataset of N = 123 respondents.

An explorative factor analysis of the five *job satisfaction* subscales indicated a one-dimensional model. The Eigenvalues for the first two unrotated factors with regard to *job satisfaction* associated with *on the job impact opportunities* were 6.36 and .92, while they were 7.17 and .71 with regard to *job satisfaction* associated with *CSR of the firm*. I thus conducted the main analysis without distinguishing between any *job satisfaction* subscales.

Furthermore, a check for carry-over effects revealed that the main effect of *order*, the two-way-interaction effects of *on the job impact opportunities* by *order* and *CSR of the firm* by *order* as well as the three-way-interaction effect of *CSR of the firm* by *on the job impact opportunities* by *order* were not significant, indicating that there were no carry-over effects so that the order of the scenarios can be ignored. Furthermore, the two-way-interaction between *CSR of the firm* and *on the job impact opportunities* was not significant. Since I did not predict such an interaction between both independent variables, I had on average 62 respondents per condition, ultimately accounting for 248 observations for testing my hypotheses. Table 2 shows the results of a multivariate analysis of variance (MANOVA) with the two satisfaction scales as dependent variables and *on the job impact opportunities*, *CSR of the firm* and the variable *order* as independent variables.

Table 2 – Check for Carry-over Effects

Effect	Pillai's Trace Value	F	df
Order	.01	.52	2,120
Impact*Order	.01	.44	2,118
CSR*Order	.01	.56	2,118
CSR*Impact*Order	.02	.41	6,232
CSR*Impact	.01	.44	2,117
CSR	.35	31.10*	2,118
Impact	.12	11.77*	2,118

Note. * $p < .001$ (two-tailed).

A manipulation check with the help of a t-test showed that on average, participants experienced a significant difference between the experimental and control condition with respect to *CSR of the firm*, $t(121) = 10.83$, $p < .001$. The mean of the experimental condition ($M = 3.08$, $SD = .60$) was higher than the mean of the control condition ($M = 1.87$, $SD = .64$). In comparison, the manipulation of the independent variable *on the job impact opportunities* was weaker, with participants experiencing a significant difference between the experimental ($M = 2.87$, $SD = .73$) and control condition ($M = 2.34$, $SD = .72$), $t(121) = 4.06$, $p < .001$.

T-tests as well as correlations with regard to the control variables *gender*, *age*, *nationality* and *occupation* were not significantly related to *job satisfaction*. They were thus not included in any further analysis (Becker, 2005).

Finally, assumptions regarding independent observations, normality distribution and homogeneity of variances were most widely met, so that I was able to confidently conduct

univariate analyses of variance (ANOVAs) in order to test my hypotheses. I ran several ANOVAs with an independent variable by covariate interaction term. More precisely, I conducted a univariate ANOVA for each conditional direct effect, namely one regarding the relationship between *on the job impact opportunities* and *job satisfaction* (H1), moderated by *general self-efficacy* (H3), and several regarding the relationship between *CSR of the firm* and *job satisfaction* (H2) moderated by the four *value* subscales (H4).

RESULTS

Descriptive Statistics and Reliability Analysis

A reliability analysis of all variables resulted in the Cronbach's alphas given in Table 3. All of the coefficients exceeded the reliability benchmark of .70 (Field, 2009), thereby indicating sufficient internal consistency of each scale.

Table 3 – Cronbach's Alphas

Variable	Cronbach's alpha
Job Satisfaction Impact	.93
Job Satisfaction CSR	.96
General Self-efficacy	.87
Value Concern for the Environment	.76
Value Concern for Others	.78
Value Financial Prosperity	.87
Value Responsibility	.80

Table 4 summarizes the means and standard deviations of the variables as well as the correlations between the variables. The correlation matrix (Table 4) shows that *job satisfaction* regarding *on the job impact opportunities* significantly correlated with *job satisfaction* regarding *CSR of the firm*. Furthermore, the *value* subscale *concern for others* significantly correlated with *general self-efficacy* and the *value* subscale *concern for the environment*, while the subscale *financial prosperity* significantly correlated with both *job satisfaction* variables. Lastly, there was a significant correlation between the *value* subscale *responsibility* and *concern for the environment*, *concern for others* as well as *financial prosperity*.

Table 4 – Correlation Matrix of Variables

	Correlations (<i>n</i> = 123)							
	<i>Mean</i>	<i>SD</i>	1	2	3	4	5	6
1. Job Satisfaction Impact	3.10	.81						
2. Job Satisfaction CSR	3.12	1.01	.47**					
3. General Self-efficacy	3.93	.56	-.03	.10				
4. Value Concern for the Environment	3.60	.86	.02	.06	.16			
5. Value Concern for Others	4.00	.71	-.17	-.07	.19*	.51**		
6. Value Financial Prosperity	3.11	.91	.26**	.24**	-.04	-.09	-.12	
7. Value Responsibility	4.12	.68	.07	.09	.13	.21*	.38**	.29**

Note. **p* < .05 ***p* < .01 (two-tailed).

Univariate ANOVA Results

Table 5 summarizes descriptive statistics including mean, standard deviation and sample size regarding *job satisfaction* associated with *on the job impact opportunities* for the respondents in the control and experimental condition. The means for the experimental group exceeded the means of the control group, which translates into a higher level of job satisfaction in a scenario in which on the job impact opportunities are present as opposed to a scenario in which they are absent.

Table 5 – Descriptive Statistics for Job Satisfaction related to Impact Opportunities

Dependent Variable	Condition	<i>Mean</i>	<i>SD</i>	<i>N</i>
Job Satisfaction	Control	2.68	.76	66
	Experimental	3.57	.54	58
	Total	3.10	.80	124

Table 6 presents the results of the tests of the between-subjects effects including type III sum of squares, degrees of freedom, mean squares, F-Ratios, significance levels and partial eta squared values for the intercept, main effect, interaction effect, the effect of the covariate (the moderator) and the corrected model as well as corrected total.

Table 6 – Tests of Between-Subjects Effects for Conditional Direct Effect 1

Effect	Type III SS _x	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>	η^2	<i>B</i>
Intercept	1195.71	1	1195.71	2937.58	.001	.96	3.57
Impact	24.38	1	24.38	59.90	.001	.38	-.90

Self-efficacy	.13	1	.13	.32	.574	.01	.18
Impact*Self-efficacy	5.36	1	5.36	13.17	.001	.10	-.42
Corrected Model	30.41	3	10.14	24.91	.001		
Corrected Total	79.26	123	.64				

H1: On the job impact opportunities for employees are positively related to job satisfaction.

The ANOVA revealed a significant main effect for *on the job impact opportunities*, $F(1, 120) = 59.90, p < .001$, thereby supporting H1.

H3: The positive relationship between on the job impact opportunities for employees and job satisfaction becomes stronger when the employee has strong general self-efficacy beliefs.

The analysis further revealed a significant interaction effect for *on the job impact opportunities* and *job satisfaction*, moderated by *general self-efficacy*, $F(1, 119) = 13.17, p < .001$. A barchart (Figure 2) clarifies that the relationship between *on the job impact opportunities* and *job satisfaction* becomes stronger if *general self-efficacy* is high. This accounts for the experimental condition, thereby supporting H3.

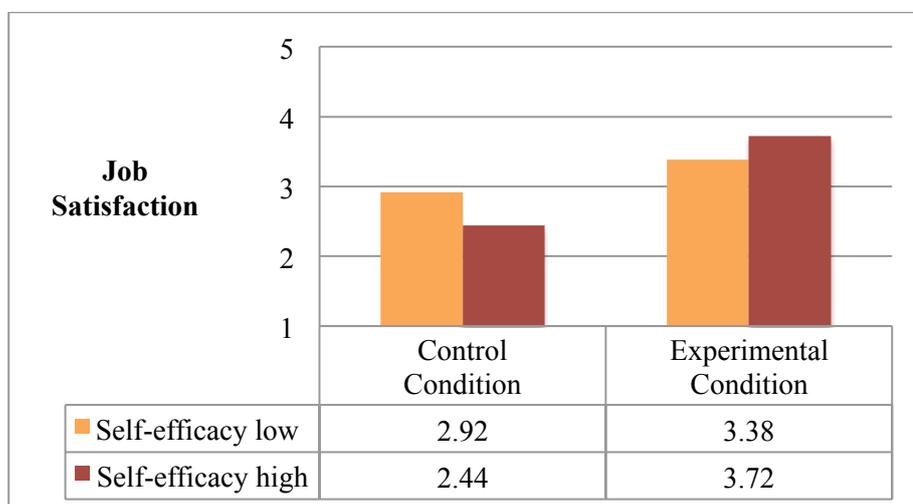


Figure 2. Barchart for the Interaction Effect of on the Job Impact Opportunities, General Self-efficacy and Job Satisfaction

Table 7 summarizes descriptive statistics including mean, standard deviation and sample size regarding *job satisfaction* associated with *CSR of the firm* for the respondents in the control and experimental condition. The means for the experimental group exceeded the

means of the control group, which translates into a higher level of job satisfaction in a scenario in which CSR activities are present as opposed to a scenario in which CSR activities are absent.

Table 7 – Descriptive Statistics for Job Satisfaction related to CSR of the Firm

Dependent Variable	Condition	Mean	SD	N
Job Satisfaction	Control	2.45	.78	62
	Experimental	3.80	.70	61
	Total	3.12	1.01	123

Table 8 – 11 present the results of the tests of the between-subjects effects including type III sum of squares, degrees of freedom, mean squares, F-Ratios, significance levels and partial eta squared values for the intercept, main effect, the interaction effect of the independent variable and each value subscale, the effects of the covariates respectively and the corrected model as well as corrected total.

Table 8 – Tests of Between-Subjects Effects for Conditional Direct Effect 2 with the Moderator ‘Concern for the Environment’

Effect	Type III SS _x	df	MS	F	Sig.	η^2	B
Intercept	1204.04	1	1204.04	2309.74	.001	.95	3.82
CSR	57.43	1	57.43	110.17	.001	.48	-1.37
Value Concern for the Environment	1.05	1	1.05	2.02	.158	.02	.27
CSR*Concern for the Environment	3.82	1	3.82	7.34	.008	.06	-.36
Corrected Model	61.65	3	20.55	39.42	.001		
Corrected Total	123.68	122	1.01				

Table 9 – Tests of Between-Subjects Effects for Conditional Direct Effect 2 with the Moderator ‘Concern for Others’

Effect	Type III SS _x	df	MS	F	Sig.	η^2	B
Intercept	1203.84	1	1203.84	2277.68	.001	.95	3.81
CSR	55.68	1	55.68	105.35	.001	.47	-1.35
Value Concern for Others	.56	1	.56	1.07	.304	.01	.11
CSR*Concern for Others	3.99	1	3.99	7.55	.007	.06	-.37
Corrected Model	60.78	3	20.26	38.34	.001		
Corrected Total	123.68	122	1.01				

Table 10 – Tests of Between-Subjects Effects for Conditional Direct Effect 2 with the Moderator ‘Financial Prosperity’

Effect	Type III SS _x	df	MS	F	Sig.	η^2	B
Intercept	1161.63	1	1161.63	2141.02	.001	.95	3.80
CSR	49.99	1	49.99	92.13	.001	.47	-1.31
Value Financial Prosperity	1.64	1	1.64	3.02	.085	.03	.01
CSR*Financial Prosperity	1.40	1	1.40	2.59	.110	.02	.22
Corrected Model	59.12	3	19.71	36.32	.001		
Corrected Total	123.68	122	1.01				

Table 11 – Tests of Between-Subjects Effects for Conditional Direct Effect 2 with the Moderator ‘Responsibility’

Effect	Type III SS _x	df	MS	F	Sig.	η^2	B
Intercept	1198.73	1	1198.73	2169.94	.001	.95	3.80
CSR	56.39	1	56.39	102.08	.001	.46	-1.35
Value Responsibility	.45	1	.45	.81	.370	.01	.14
CSR*Responsibility	.65	1	.65	1.17	.281	.01	-.15
Corrected Model	57.94	3	19.31	34.96	.001		
Corrected Total	123.68	122	1.01				

H2: Perceived CSR of the firm is positively related to job satisfaction.

The ANOVAs revealed a significant main effect for *CSR of the firm*, $F(1, 119) = 110.17$, $F(1, 119) = 105.35$, $F(1, 119) = 92.13$, $F(1, 119) = 102.08$, $p < .001$, thereby supporting H2.

H4: The positive relationship between CSR of the firm and job satisfaction becomes stronger when the employee is highly value driven.

The analysis further revealed a significant interaction effect for *CSR of the firm* and *job satisfaction*, when moderated by the value subscale *concern for the environment*, $F(1, 119) = 7.34$, $p < .05$ and *concern for others* $F(1, 119) = 7.55$, $p < .05$. The barcharts (Figure 3 and 4) clarify that the relationship between *CSR of the firm* and *job satisfaction* becomes stronger if *concern for the environment* and *concern for others* are high, thereby partially supporting H4.

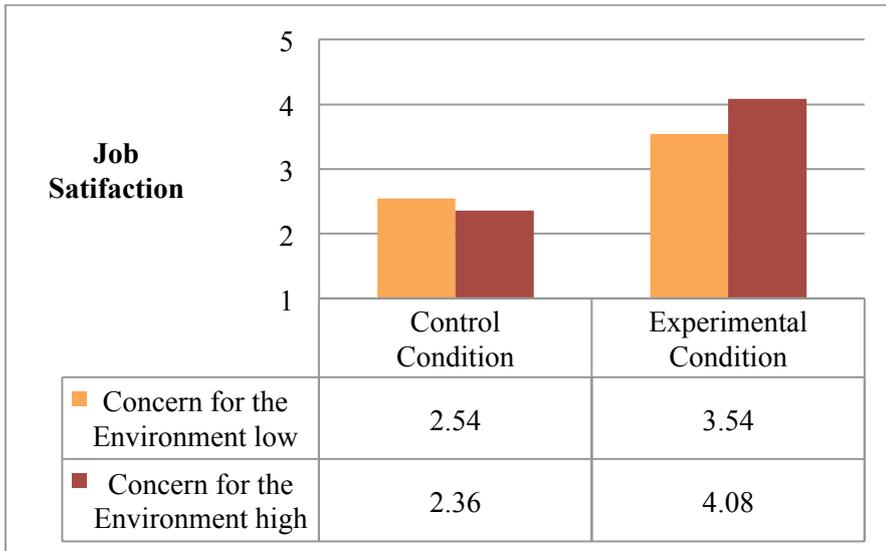


Figure 3. *Barchart for the Interaction Effect of CSR of the Firm, Concern for the Environment and Job Satisfaction*

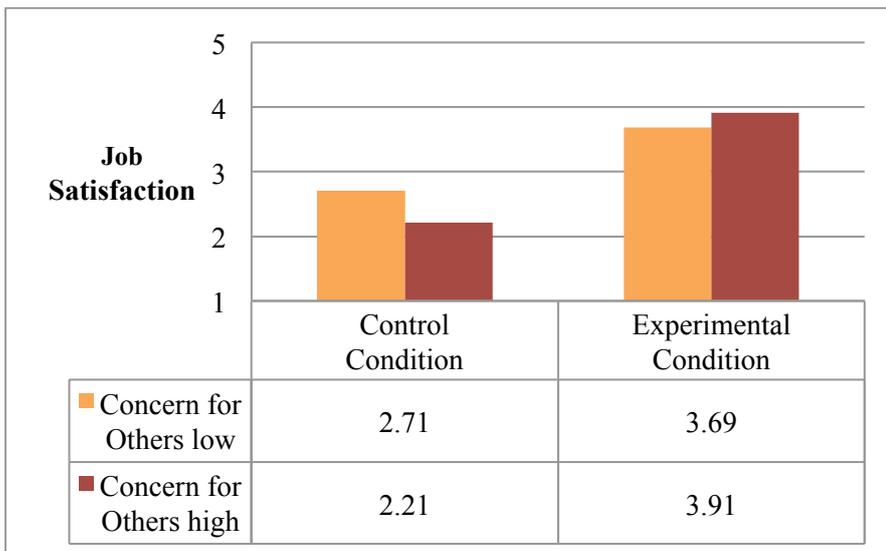


Figure 4. *Barchart for the Interaction Effect of CSR of the Firm, Concern for Others and Job Satisfaction*

DISCUSSION

With the present study, I aimed to contribute to understanding moderating mechanisms of CSR and job satisfaction on a micro level. I examined to which extent on the job impact opportunities for employees as well as CSR activities of the firm contribute to job

satisfaction. I further hypothesized that the relationship between on the job impact opportunities and job satisfaction is moderated by general self-efficacy beliefs as well as that the relationship between CSR activities of the firm and job satisfaction is moderated by being value driven.

Reflection on the Results and Theoretical Implications

As anticipated, the results showed that both on the job impact opportunities and CSR activities of the firm increased an individual's job satisfaction. Moreover, the results supported that job satisfaction associated with on the job impact opportunities further increased if the individual's general self-efficacy belief was high. Hence, in line with Wood and Bandura (1989), it can be concluded that while highly self-efficacious employees experienced higher job satisfaction when they had impact opportunities in their workplace, they were less satisfied with their job if they were not provided with any opportunities to have a positive impact. As hypothesized, individuals with a strong belief in their capabilities were likely to be more satisfied with a large scope of action including opportunities to have social or environmental impact, as they feel capable of seizing these opportunities and obtaining outcomes that are important to them. These individuals were consequently likely to be less satisfied with a smaller sphere of influence, i.e. situations in which they were not given any impact opportunities, as these provided fewer chances to accomplish certain goals. This might also explain that the difference with respect to the level of job satisfaction depending on the condition was greater for people with high self-efficacy than for those with low self-efficacy beliefs, as the former group may have cared more for a large sphere of influence so that its absence was more severe for them.

The results for the moderated relationship of CSR activities of the firm and job satisfaction differed depending on which value was involved. My results revealed that job satisfaction associated with CSR of the firm was only increased if the respondent's concern for the environment or concern for others was high. Whereas the fact whether financial prosperity and responsibility was valued did not have any impact on the relationship between CSR activities and job satisfaction. Being concerned for the environment and for others could be associated with taking an interest in things that are not directly related to oneself. This might explain why individuals whose behavior was guided by these two concerns were more satisfied to work for an employer that engages in CSR, as that firm thereby displayed a fair treatment of individuals and the environment.

On the contrary, the values responsibility and financial prosperity unexpectedly did

not affect the relationship between CSR of the firm and job satisfaction. Regarding financial prosperity, I hypothesized that valuing money could be associated with financial stability and the desire to work for a profitable firm. According to Carroll's pyramid of corporate social responsibility (1991), being profitable is the foundation of all other responsibilities (legal, ethical and philanthropic) that jointly represent CSR. Hence, CSR activities could generate a competitive advantage and increase profits, which is why I expected individuals who value financial prosperity to also appreciate CSR activities, thereby leading to an increase in job satisfaction. This hypothesis of course entailed that my respondents were aware of Carroll's (1991) comprehensive line of reasoning regarding CSR and profitability and even agree with it, which might not have been the case, as my results showed no moderated effect. Kahneman and Tversky's prospect theory might provide an explanation for this, as it suggests that individuals tend to focus more on avoiding losses than on obtaining gains. Prospect theory further advocates that individuals usually take on a short-term perspective rather than looking at outcomes generated in the long run (Kahneman & Tversky, 1979). This could be a reason for people to overlook potential financial benefits due to CSR engagement, as financial consequences caused by CSR are rather difficult to identify in the short run (Byus, Deis & Ouyang, 2010). However, no significant moderation effect also allowed the inference that there was no negative relation between valuing money and CSR activities in a way that it lead to job dissatisfaction. The results thus implicated that my respondents at least did not seem to believe that CSR activities stand in contrast to a profitable business. The awareness that CSR activities are likely to lead to profitability in the long run, which is in line with Carroll's theory (1991), might just not be strong enough (yet) to yield in a significant moderated relationship.

With respect to responsibility, I hypothesized that people who value being reliable and meeting obligations would care for obeying rules and laws so that they were more likely to be satisfied with working for a firm that engaged in CSR, as this included complying with social and environmental standards. However, my results did not indicate such a moderation effect. Similarly as with financial prosperity, this might be due to the fact that my respondents did not see CSR as directly related to responsibility. They might have understood responsibility as solely complying with rules, whereas they might have considered the concept of CSR as much more related to "being social" in a philanthropic sense. Consequently, an individual who valued meeting obligations and being reliable, did not necessarily appreciate if a firm contributed to society through engaging in CSR. Again, I expected my participants to be aware of a line of reasoning with respect to CSR and (legal) responsibility and also agree with

it, which might not have been the case. Moreover, the scenario, which represented the control condition regarding CSR of the firm, painted a rather neutral than negative picture, meaning that the hypothetical firm did not engage in CSR activities but it in fact didn't break any basic rules or regulations. Hence, an individual who valued being reliable might not have seen any added value in additional engagement in the form of CSR activities so that scoring high in this value did not increase job satisfaction associated with CSR of the firm.

Limitations and Future Research

Despite the fact that my research yielded some significant results, several limitations need to be addressed. The underlying deficiencies are mainly methodological, such as related to an underpowered sample. I conducted my survey using a convenience sample, which is not representative of the entire population. Three quarters of my respondents were still studying so that one can assume that they did not gain much work experience yet. It is thus likely that they were less capable of assessing what kind of work context would contribute to their job satisfaction than someone who actually already worked. Moreover, there were a large proportion of academics among my respondents, who possibly have a certain outlook on matters such as sustainability and CSR, which might have influenced the outcomes of my study. Additionally, my sample size (123 respondents) might not provide sufficient statistical power in order to yield in meaningful results (Cohen, 1992). Future research should thus work with a more representative and larger sample, ideally above 160 respondents (Cohen, 1992) containing a greater number of heterogeneous individuals within the working population.

Furthermore, internal validity of this study might not be strong, as my respondents reported their level of satisfaction based on a hypothetical situation, which might not reflect reality in an accurate manner. Additionally, there might be some bias due to the fact that I conducted an online survey, which did not provide the participants with an opportunity to ask questions in case they did not understand the exact meaning of a term or question. Field research would provide a better representation of reality since real behavior is observed in that case.

An additional limitation needs to be seen in an insufficiently accurate scenario regarding on the job impact opportunities, which resulted in a rather weak manipulation of that variable. The respondents might not have had a clear understanding of what 'impact' ultimately stands for. Additionally, there is only little prior research regarding the concept of impact available, which made it rather difficult to develop a precise and unambiguous scenario regarding that independent variable within the scope of my study. Future research

should thus attempt to shed light on opportunities to have a positive societal and environmental impact at work.

A conceptual limitation was present in my moderators. As individuals hardly accomplish tasks in isolation but usually in the context of a group such as a team, it might be worth to study self-efficacy beyond the individual level and integrate collective efficacy as a shared belief in the group's ability to attain their goals (Bandura, 1994) in the underlying conceptual model. As Jex and Bliese (1999) suggest, a strong sense of collective efficacy might contribute to a positive interpersonal climate and therefore strengthen the conviction that CSR activities of the firm have a positive influence on society, the environment and the organization's performance itself, which in turn might increase job satisfaction. One could therefore argue that collective efficacy moderates the positive relationship between CSR of the firm and job satisfaction. Due to the fact that I gathered and analyzed all data of this study on an individual level, it was impossible for me to assess effects of collective efficacy beliefs. Future research could hence integrate collective efficacy and build on Judge et al.'s (1997) theory of core self-evaluations, which aimed at explaining the dispositional source of job satisfaction. That would investigate a broader social context of that competence belief and its outcomes, which might deliver valuable insights. Furthermore, by analyzing both collective and self-efficacy beliefs as moderators of the underlying relationships between CSR activities or on the job impact opportunities and job satisfaction, future researchers could compare whether one or the other has a bigger impact on that relationship.

Lastly, my study is limited with respect to the analysis of interactions. Further studies should therefore attempt to investigate interactions such as between both conditional direct effects that are present in my study. That way, insights might be found regarding whether the presence of impact opportunities strengthens the positive relationship between CSR of the firm and job satisfaction and vice versa.

Practical Implications

As stated earlier, the extent to which employees are satisfied with their job represents a pivotal element for high individual and organizational performance. The results of the present study can be seen as proof for the fact that CSR engagement and the provision of on the job impact opportunities increase individual job satisfaction, which may in turn lead to improved performance and lower turnover rates. These findings are practically meaningful for decision makers, as they depict that organizations can enhance their employees' job satisfaction not only through producing quality products for customers and complying with

governmental regulations, but also through involving themselves in communal activities as well as working towards environmental sustainability. Practically, this further implies that management should consider integrating CSR into the workforce's field of action by enforcing volunteering programs, ethics codes and ethics trainings for instance.

An additional practical implication is to publish CSR or sustainability reports in order to emphasize the organization's commitment to sustainable practices, which might in turn have favorable image effects and attract value driven potential employees. In fact, Greening and Turban's (2000) findings suggest that applicants will be attracted to firms with positive corporate social performance reputations, leading to a higher probability of them pursuing jobs with such firms.

Further practical implications address the role of human resource management (HRM). HRM can take a leading position in providing impact opportunities for employees as well as in shaping the organizational context for successful CSR (Sharma et al., 2009). In order to do so, HRM activities should aim at developing a CSR culture by involving the workforce in CSR initiatives, such as ethics trainings and volunteering programs. Such employee volunteering programs can include raising funds or donating time to the local community and providing services. These programs do not only position the organization as a value-driven entity in society (Valentine & Fleischman, 2008), but they can also enhance team spirit and create a "winning" environment at the workplace (Sharma et al., 2009). Consequently, employees' emerging needs for significant and meaningful tasks (Net Impact, 2012) are being met, which might in turn have a positive influence on employee attraction and retention. What is true for current employees might as well be transferred to future employees, leading to the practical implication of recruiting individuals, who are value driven and self-efficacious.

Additionally, the human resources (HR) department should integrate CSR factors in performance management and reward systems to reflect the organization's emphasis on CSR. This could be done in a way that socially responsible initiatives taken by employees are being appraised and possibly rewarded. CSR related goals could be reducing waste materials by a certain percentage or being involved in specific community activities for instance (Lam & Khare, 2010). Such formal appreciation could enable the internalization of CSR in the organizational culture. However, rewards should be integrated with caution. Assuming that employees are intrinsically motivated to engage in CSR activities would make a simple monetary reward redundant. Instead, the firm could design such rewards in the form of donations to a social project, "earned" by the respective employee.

Lastly, if there is a CSR department at place, it is important to align both HR and CSR activities and engage in cross-functional cooperation and coordination, as some CSR and HR targets might overlap, for example when it comes to raising awareness of CSR matters or involving and empowering employees to engage in CSR (Gond, Igalens, Swaen, El Akremi, 2011).

Conclusion

The present study created insights about how engaging in CSR activities and providing employees with impact opportunities on their job can increase job satisfaction. This was particularly the case if the individual was self-efficacious and concerned about others or the environment. My research thus suggested, that it is advisable to enable employees to tackle societal and environmental problems, as this can lead to positive outcomes for both the organization and workforce. In particular the combined impact of CSR and HR activities can reinforce desirable behavior and thereby contribute to long-term success in organizations. Most importantly, my findings indicated that investing in meaningful issues through one's work can cause positive feelings such as satisfaction; ultimately allowing for the conclusion that in fact doing good feels good.

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APPENDICES

APPENDIX A: Carrol's Pyramid of Corporate Social Responsibility (1991)



APPENDIX B: Scenarios

Imagine you work for a juice producer called GREAT JUICE. The company is situated in a city in Europe and employs around 1500 people.

Scenario 1: On the job impact opportunities are at present (Experimental Condition)

At GREAT JUICE employee surveys are being conducted on a regular basis. Additionally, there are specific complaint procedures. In this way, everyone at the company is encouraged to express feedback and critique on the company's products, policies and practices. Employees are further allowed to report anonymously on ethical concerns or about how colleagues and customers are being treated. GREAT JUICE also offers its employees to participate in volunteering programs, in which one is released in order to individually or jointly support community organizations or charities during paid work time.

Scenario 2: On the job impact opportunities are not at present (Control Condition)

At GREAT JUICE no employee surveys are being conducted and there are no specific complaint procedures at present. Employees may direct feedback and critique regarding the company's products, policies and practices at their supervisor. GREAT JUICE does not offer its employees to participate in volunteering programs, in which one is released in order to individually or jointly support community organizations or charities during paid work time.

Scenario 3: CSR activities of the firm are at present (Experimental Condition)

GREAT JUICE uses ingredients with great nutritional value and a minimal environmental footprint. Every product is labeled with clear and honest nutritional information as well as a certified seal for environmental sustainability. Additional information about the quality and origin of all ingredients is also provided. GREAT JUICE explicitly refrains from the use of genetically modified organisms. GREAT JUICE promotes fair trade and sources exclusively from suppliers that are able to show compliance with social and environmental standards. Many of their suppliers are small in size and produce locally. Managers at GREAT JUICE ensure that basic principles regarding human and labor rights are maintained throughout all business operations. GREAT JUICE also promotes a diverse workforce and anti-discrimination by, for instance, targeted recruitment of people from minority groups. Employees receive trainings in business ethics and Corporate Social Responsibility in addition to regular skills trainings. Due to clear communication procedures, customers and suppliers have the opportunity to provide feedback and complaints at all times. GREAT JUICE offers child and elderly care as well as health checks for their employees. The accounting department ensures that a fair share of taxes is paid in line with relevant tax-regulations. The company publishes a Corporate Social Responsibility report annually. GREAT JUICE also supports schools, environmental groups and cultural organizations in their community through sponsored events and donations.

Scenario 4: CSR activities of the firm are not at present (Control Condition)

GREAT JUICE uses ingredients that comply with basic environmental and food standards in the EU. Every product is labeled with the minimum of required nutritional information but with no certified seal for environmental sustainability. No additional information about the quality and origin of the ingredients is provided. GREAT JUICE does not explicitly refrain from the use of genetically modified organisms. GREAT JUICE does not promote fair trade

and works with suppliers from all over the world. Managers at GREAT JUICE ensure that basic principles regarding human and labor rights are maintained throughout all business operations. GREAT JUICE does not promote a diverse workforce and anti-discrimination by, for instance, targeted recruitment of people from minority groups. Employees do not receive trainings in business ethics and Corporate Social Responsibility in addition to regular skills trainings. There are no specific complaint procedures for customers or suppliers at present. GREAT JUICE does neither offer child and elderly care nor health checks for their employees. Balance sheets are published according to the law, but no additional reports (e.g. regarding Corporate Social Responsibility) are published. GREAT JUICE does not support schools, environmental groups or cultural organizations in their community through sponsored events or donations.

APPENDIX C: General Self-efficacy Scale

Please indicate the extent to which you think the following statements are true about yourself.

No.	Item
1.	I will be able to achieve most of the goals that I have set for myself.
2.	When facing difficult tasks, I am certain that I will accomplish them.
3.	In general, I think that I can obtain outcomes that are important to me.
4.	I believe I can succeed at most any endeavor to which I set my mind.
5.	I will be able to successfully overcome many challenges.
6.	I am confident that I can perform effectively on many different tasks.
7.	Compared to other people, I can do most tasks very well.
8.	Even when things are tough, I can perform quite well.

1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree

APPENDIX D: Values Scale

Please choose the response that best describes how often the belief guides your behavior.

No.	Item	Dimension
1.	Protecting the environment	Concern for the Environment
2.	Being sensitive to others' needs	Concern for Others

3.	Having financial success	Financial Prosperity
4.	Being reliable	Responsibility
5.	Taking care of the environment	Concern for the Environment
6.	Helping others	Concern for Others
7.	Making money	Financial Prosperity
8.	Being trustworthy	Responsibility
9.	Appreciating the beauty of nature	Concern for the Environment
10.	Being concerned about the rights of others	Concern for Others
11.	Being wealthy (having lots of money, land or livestock)	Financial Prosperity
12.	Meeting my obligations	Responsibility

1 = Seldom guides my behavior 3 = Occasionally guides my behavior 5 = Frequently guides my behavior

APPENDIX E: Job Satisfaction Scale

With regard to working at *GREAT JUICE*, this is how I feel about...

No.	Item	Dimension
1.	The chance to do things for other people	Social Service
2.	The chance to do the kind of work that I do best	Ability Utilization
3.	The social position in the community that goes with the job	Social Status
4.	Being able to do the job without feeling it is morally wrong	Moral Values
5.	Being able to do something worthwhile	Achievement
6.	The chance to help people	Social Service
7.	The chance to do something that makes use of my abilities	Ability Utilization
8.	The chance to be "somebody" in the community	Social Status
9.	Being able to do things that don't go against my conscience	Moral Values
10.	The feeling of accomplishment I get from the job	Achievement

1 = Very dissatisfied 2 = Dissatisfied 3 = Neither dissatisfied nor satisfied 4 = Satisfied
5 = Very satisfied