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Abstract

This paper analyzes Corporate Social Responsibility's (CSR) influence on employees. We integrate social identity theory and social exchange theory in a new framework. This framework explains how employees' perceptions of CSR trigger attitudes and behavior in the workplace which affect organizational, social and environmental performance. This model bridges micro and macro researches on socially responsible behavior, articulates social identification and social exchange processes, and explains how CSR contributes to corporate performance by influencing employees' behavior.

Key-words

Corporate Social Responsibility – Social Exchange – Social Identity – Organizational Performance

Corporate Social Responsibility Influence on Employees

Corporate Social Responsibility (CSR) is both a high profile notion which the business world perceives as strategic (*Economist*, 2008; Porter & Kramer, 2006) and a prominent concept in academia (Lockett, Moon & Visser, 2006; Margolis & Walsh, 2003; Walsh, Weber & Margolis, 2003). The diffusion of corporate CSR practices is driven by pressure groups (Brammer & Millington, 2003), and emerging 'markets for virtues' – such as Socially Responsible Investment – that create effective, if limited, commercial pressure to adopt CSR policies and constitute a growing CSR industry (Vogel, 2005).

A recent global survey of 1,122 corporate executives suggests CEOs perceived that businesses benefit from CSR because it increases attractiveness to potential and existing employees (*Economist*, 2008: 13). A French poll on CSR indicated that employees were seen as the most important stakeholder group toward whom corporations have to exercise their social responsibility (Humi re & Chauveau, 2001: 183-193). In 2005, the UK Department of Trade and Industry (DTI) launched a 'CSR competency framework' to promote the adoption of CSR by corporations (www.csracademy.org.uk). This framework supports human resource managers' efforts to enhance employees' adoption of socially responsible behavior (Redington, 2005). This evidence suggests that employees are centrally important in deploying CSR strategies.

In spite of wide dissemination, its cross-disciplinary nature (Lockett et al., 2006) and potential relevance for employees' management (Brammer, Millington & Rayton, 2007), Organizational Behavior (OB) and Human Resource Management (HRM) researchers have under-investigated CSR (Aguilera, Rupp, Williams & Ganapathi, 2007; Rupp, Ganapathi, Aguilera & Williams, 2006). Although some studies of CSR adopted an organizational behavior perspective (Albinger & Freeman, 2000; Greening & Turban, 2000), they mainly focused on how CSR impacted *prospective* employees, and increased *corporate attractiveness*. This research supports the idea that CSR positively affects corporate attractiveness but says little about how CSR actually influences employees. The few empirical studies investigating the 'internal' impact of CSR on employees tend to focus on specific dimensions of organizational commitment (Brammer et al., 2007; Maignan & Ferrell, 2001a; Peterson, 2004). Because of its multidimensional nature (Husted, 2000; Wood, 1991), CSR can influence a wide range of organizational attitudes and behaviors beyond organizational commitment. Aguilera et al. (2007) and Rupp et al. (2006) suggest

that CSR can frame employees' perceptions of organizational justice, and Swaen and Maignan (2003) and Swanson and Niehoff (2001) suggest that CSR can affect Organizational Citizenship Behavior (OCB). This points to a lack of theoretical consolidation and synthesis on how and why CSR impacts on employees' attitudes and behavior, which can be explained by the limited empirical evidence available.

The question of whether CSR driven attitudes and behaviors can affect employees' organizational performance—and ultimately corporate financial performance—has never been investigated, either theoretically or empirically. Some researchers are investigating the role of stakeholders' behavior as a mediating variable between CSR and financial performance (Barnett, 2007; Rowley & Berman, 2000; Wood & Jones, 1995), yet attention has mainly focused on consumers (Brown & Dacin, 1997; Luo & Bhattacharya, 2006; Schuler & Cording, 2006; Sen & Bhattacharya, 2001). An important contribution of this manuscript is that it presents a model that systematically explains how employees' attitudes and behavior affect this relationship.

Our objective is to provide an integrative model that explains how CSR influences employees' attitude, behavior and performance. We build on social identity theory (Ashforth & Mael, 1989; Hogg & Terry, 2001; Tajfel & Turner, 1985) and social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005; Molm & Cook, 1995) to predict employees' attitudinal and behavioral reactions to CSR.

Social identity theory suggests that individuals tend to reinforce their self-esteem and bolster their self-image by identifying with groups and organizations recognized for their social engagement and responsibility. Empirical research has highlighted how identification explains CSR's influence on consumers and employees (Bhattacharya & Sen, 2004; Maignan & Ferrell, 2001; Maignan, Ferrell & Hult, 1999; Peterson, 2004; Sen & Bhattacharya, 2001). Recent theory also suggests stakeholder management is closely aligned with organizational identity (Brickson, 2005; Scott & Lane, 2000).

However, social identity theory does not integrate notions of reciprocity, expectations and mutual obligations which are needed to understand how attitudes and behavior, enhanced by identification, may contribute to corporate performance (Cropanzano & Mitchell, 2005). CSR encompasses actions oriented toward stakeholders which are beyond the scope of traditional corporate activities, involving, for example, the environment, NGOs or social groups. These actions are likely to

alter dynamics between corporations and their employees, creating a need for employees to reciprocate positive corporate social behavior (Blau, 1964; Gouldner, 1960; Molm & Cook, 1995).

Research has shown that individuals' identification with an organization may be aligned with specific forms of social exchange (Flynn, 2005; Lawler, 2001; Molm & Cook, 1995; Molm, Peterson, & Takahashi, 1999). This suggests that individual levels of organizational identification may influence social exchange, and subsequent processes, triggered by CSR, may affect social exchange dynamics within organizations. Therefore, our model combines theories of social exchange and social identity to explain how employees may develop a sense of obligation and engage in productive or counterproductive work behaviors, rewarding or punishing CSR practices, especially those directed at employees and work conditions.

This model makes a threefold contribution. First, it provides a new set of testable hypotheses that can support future empirical investigations of CSR's impact on employees. Second, the model clarifies neglected relationships between social exchange and identification processes, and suggests that CSR provides promising areas for future research. Third, because it highlights CSR's influence on employees' attitudes, behavior and organizational performance, this model can help managers design effective CSR policies and programs. Indeed, our model specifies conditions that CSR stimulates employees' to behave in ways that enhance organizational performance.

The paper is organized as follows: We first introduce the CSR concept and review previous research on CSR influence on employees. Then, we present and link together two mechanisms underpinning the intra-organizational processes of CSR influence on employees: social identification and social exchange. The third part presents the model and develops hypotheses that explain how CSR can affect a wide range of employees' attitudes and behaviors which, in turn, affect corporate performance. Finally, we discuss the potential of this model for future research and clarify its managerial implications.

CSR AND EMPLOYEES

The concept of CSR was formalized in the middle of the previous century (Bowen, 1953; Heald, 1970) and many reviews detail its progressive theory-building process (Carroll, 2008; Lockett et al., 2006; Walsh et al., 2003; Wood, 1991). In the

following discussion we clarify how CSR relates to employees as one of a corporation's main stakeholder groups (Donaldson & Preston, 1995; Freeman, 1984).

Employees as a Stakeholder

CSR can be broadly defined as corporate actions addressing issues which are beyond the scope of its narrow economic, technical and legal requirements (Aguilera et al., 2007; Carroll, 2008). According to Barnett (2007: 798-801) CSR is a form of corporate investment characterized by a dual orientation towards the improvement of *social welfare* and of *stakeholder relations*. This focus on *stakeholder relations* explains why employees, as a stakeholder group, impact CSR policy. Firstly, employees can act as agents for social change when they push corporations to adopt socially responsible behavior (Aguilera et al., 2007). Secondly, environmental policy demonstrates that employees' support is necessary to secure effective CSR programs and policies (Ramus & Steger, 2000). Thirdly, employees as a stakeholder group perceive, evaluate, judge and react to CSR programs and actions (Rowley & Berman, 2000; Rupp et al., 2006; Wood & Jones, 1995).

From a theoretical perspective, stakeholder groups of employees can be seen as an 'independent variable', explaining the emergence of CSR (Aguilera et al., 2007), as a 'dependent variable' influenced by CSR (Maignan & Ferrell, 2001; Peterson, 2004), or as a 'mediating variable' of CSR influence on corporate performance (Barnett, 2007).

In this paper, we are primarily interested in the second role played by employees as a stakeholder group. We consider employees as a group which perceives, evaluates and reacts to CSR. We will also consider employees' mediating role by explaining how CSR-triggered attitudes and behaviors may affect organizational performance.

CSR Influence on Employees

Employees as a unit of analysis have received limited attention in past CSR literature (Aguilera et al., 2007: 839; Rupp et al., 2006; Swanson & Niehoff, 2001). Past CSR and HRM research has mainly focused on relationships between leadership and corporate social behavior (Swanson, 2008; Waldman, Siegel & Javidan, 2006), or defined socially responsible leadership (Waldman & Siegel, 2008). Although some theoretical models of Corporate Social Performance explicitly included employees as a level of analysis (e.g., Wood, 1991), few studies have investigated CSR's influence on employees' attitudes and behavior. Table 1 summarizes the main findings of previous empirical studies.

TABLE 1
Studies of the influence of CSR on employees

	Strand, Levine, Montgomery 1981	Turban & Greening 1997	Riordan, Gatewood, Bill 1997	Maignan, Ferrell, Hult 1999
Focus	External	External	External and internal	External and Internal
Theoretical Mechanism	Information integration Theory (decision-making processes)	Social identity theory Signaling theory	Organizational identity Signaling theory	Resource based view of competitive advantage
Relevant Independent Var.	Social and Personnel Policies of the Corporations	Corporate Social Performance (CSP)	Corporate Image (as proxy of social performance)	Corporate Citizenship (CC)
Measurement of the Independent Var.	Scenarios manipulating corporate responsibility toward its physical environment, opportunities of career advancement, social justice and pay	KLD ratings	Six items scale designed on the basis of Dutton and Dukerich (1991) and focused on organizational impact on its community	18 item scale developed by the authors and based on the CSR typology of Carroll (1979)'s model of CSP
Dependent Var.	Entry preferences	Organizational Reputation (OR) Organizational Attractiveness as an employer (OA)	Job satisfaction (JS) and Intentions to Turnover (IT)	Employee Commitment (EC)
Measurement of the Dependent Var.	Scale at the end of each scenario	OR: one item scale developed by the authors OA: idem	IT: one item scale, 5 points JS: Five facets items, 5 points	EO: 7 items scale developed by Jaworski & Kohli (1993)
Relevant Control Var.	Age, gender and values	Firm size and firm profitability		None
Relevant Moderating Var.	None	None	None. But the determinants of corporate image are integrated	None
Method	Scenario manipulation during two experiments	Survey	Survey	Survey
Analysis	Information Integration of system attributes	Regressions	Structural Equation Modeling	Structural Equation Modeling
Sample	College seniors (n=15 in the first experiment, n=120 in the second experiment)	Senior level students (N=75 for CSP impact on OR; N=39 for CSP impact on OA)	N=174 employees from a small electric utility company	Actual marketing executives (N=210) and senior level marketing students (N=154)
Key findings	Though they have a low weight in the attribute function, social and environmental dimensions are integrated in entry preferences	CSP is positively related to corporate reputation and attractiveness as an employer	Corporate image as perceived by employees influence positively job satisfaction and negatively turnover intention	Positive influence of CC on EC by marketing executives

TABLE 1 (continued from the previous page)
Studies of the influence of CSR on employees

	Albinger & Freeman 2000	Greening & Turban 2000	Maignan & Ferrell 2001	Luce, Barber & Hillman 2001
Focus	External	External	Internal / External	External
Theoretical Mechanism	Social identity theory Signaling theory	Social identity theory Signaling theory	Resource based view of competitive advantage	Signaling theory, Reputation, Organizational image
Relevant Independent Var.	Corporate Social Performance (CSP)	Corporate Social Performance (CSP)	Corporate Citizenship (CC)	Corporate Social Performance (CSP)
Measurement of the Independent Var.	Reputation index developed by the authors to assess the social performance of 25 local firms (community, diversity, workplace, environment)	Scenario based on KLD criteria (advancement, compensation, employee relations, treatment of woman and minorities, environment, product quality)	18 item scale developed by the authors and based on the CSR typology of Carroll (1979)'s model of CSP (economic, legal, ethical, discretionary)	KLD database (with a aggregation process leading to a score ranging from 0 to 20)
Dependent Var.	Organizational Attractiveness (OA)	Job Pursuit Intention (JPI)	Employee Commitment (EC)	Firm familiarity (FF) Organizational Attractiveness (OA)
Measurement of the Dependent Var.	OA: one item scale developed by the authors	2 items scale developed by the authors for JPI; estimations of probability to attempting an interview and to accept a job offer	EO: 7 items scale developed after Jaworski & Kohli (1993)	FF: 1 item scale OA: 2 items scale
Relevant Control Var.	None	Work experience, valuing the environment, age, sex	None	Firm size (assets and number of employees), profitability
Relevant Moderating Var.	Job seeker choice (High, Medium, Low)	Individual differences in self-image	None	Non, just a mediating variable
Method	Survey	Experiments	Survey	Survey
Analysis	Manova	Regressions (hierarchical)	Structural Equation Modelling	Hierarchical Regression
Sample	79 highly qualified students, 91 less qualified students and 30 actual job seeker	Students with a majority of senior students (82%) (N=287)	French managers (N=120)	Undergraduate student (N =335) for 100 corporations (from S&P 500)
Key findings	CSP is positively related to employer attractiveness only for job seekers with high levels of job choice.	Prospective job applicants are more likely to pursue jobs from socially responsible firms than from firms with poor social performance reputation	Positive influence of CC on EC Only the discretionary component of CC is strongly correlated to EC	CSP influences positively and indirectly OA by increasing the level of firm familiarity. FF mediates the influence of CSP on OA

TABLE 1 (continued from the previous page)
Studies of the influence of CSR on employees

	Backhaus, Stone & Heiner 2002	Peterson 2004	Smith, Wokutch, Harrington & Dennis 2004	Ng & Burke 2005
Focus	External	Internal	External	External
Theoretical Mechanism	Social identity theory Signalling theory	Social identity theory	Fit individual / organizational values	Fit individual / organizational values
Relevant Independent Var.	Corporate Social Performance (CSP)	Corporate Citizenship (CC)	Corporate Social Orientation (CSO) ; Affirmative Action (AA); Diversity Management (DM)	Diversity Management (DM)
Measurement of the Independent Var.	KLD ratings (including the 5 main criteria and the 6 area of concerns) have been used to design a scale CSP is rated by the students before and after learning the KLD ratings	Maignan & Ferrell (2000) 18 items scale of CC (economic, legal, ethical, discretionary)	CSO: scale of Aupperle et al. (1985) AA and DM: inclusion of mentions in university brochures provided to students	Manipulation of employment offers including (or not) commitment to develop DM
Dependent Var.	Employer Attractiveness (EA)	Employee commitment (EC)	Organizational Attractiveness (OA)	Organizational Attractiveness (OA)
Measurement of the Dependent Var.	EA: 4 items assessing the importance of CSP during the stages of the job process	EC: 9 items version of the Mathieu & Farr (1991) scale	OA: 7 items assessing the desirability of the universities presented; 4 items assessed admissions pursuit intentions	OA: Job choice decision (1 item); Organizational impression (1 item) (Schwoerer & Rosen, 1989)
Relevant Control Var.	Gender, Age, Ethnicity (Control group of 80 students)	Gender, Age, Tenure, Firm size	Gender, Age, Tenure, Ethnicity	Gender, Age, Ethnicity, Nationality
Relevant Moderating Var.	Knowledge of CSP; Importance of CSP for the job seeker	Employee's belief in CSR (Hunt, Kiecker & Chonko, 1990)		Employees characteristics (high/low achievers; DM support)
Method	Survey and Quasi-experimentation	Survey	Survey conducted in class	Experiments
Analysis	T tests, ANOVA	Hierarchical Multiple Regression	ANOVA, MANOVA	Variance analysis
Sample	Undergraduate students (N=297 survey; N=110, second study)	Business Professionals (N=278)	Graduate and undergraduate college students (N=343)	MBA students seeking a job (N=113)
Key findings	Environment, community relations and diversity have a largest influence on EA than others CSP facets. Minorities and women are more sensitive to the dimensions of CSP affecting them. Influence of prior CSP knowledge	CC perceptions are positively related to OC; stronger link among employees who believe in CSR. The effect of Ethical CC is stronger. There is a gender effect for Discretionary CC.	AA programs are perceived more favorably than DM programs and have a stronger influence on attractiveness for prospective students.	DM programs influence positively job choice decisions from women and ethnic minorities

TABLE 1 (continued from the previous page)

Studies of the influence of CSR on employees

	Aguilera, Rupp, Ganapathi & Williams 2006	Carmeli, Gilat & Waldman 2007	Brammer, Millington & Rayton 2007	Valentine & Fleishman 2008
Focus	Internal	Internal /External links	Internal	Internal
Theoretical Mechanism	Organizational Justice Theory Social exchange theory	Organizational identification	Social identity theory	Cognitive dissonance and social desirability
Relevant Independent Var.	Corporate Social Responsibility (CSR)	Perceived social responsibility and Development	Corporate Social Responsibility (CSR)	Corporate Social Responsibility (CSR)
Measurement of the Independent Var.	Perceptions of CSR measured as the interaction between CSR beliefs/values and CSR awareness. Beliefs about CSR (based on Maignan & Ferrell, 2001a) and awareness of CSR initiatives (scale of 4 items developed by the authors)	4 items scale based on Delaney & Huselid (1996): Quality of products, services and programs; Development of new product, services and programs; Ability to retain essential employees; Relations between management and other employees	Internal perceptions of CSR = procedural justice (6 items scale from Moorman, 1991) and training (3 items scales); External perceptions of CSR captured through one designed item	2 items scale developed for the study "I work for a socially responsible organization that services the greater community" "My organization gives time, money, and other resources to socially responsible causes"
Dependent Var.	Employee Commitment (EC) Job Performance (JP)	Job Performance (JP)	Organizational Commitment (OC)	Job Satisfaction (JS)
Measurement of the Dependent Var.	EC: Meyer, Allen & Smith (1993) JP: Williams & Anderson's (1991) 7 items scale in-role behavior scale (IRB)	MA and JP assessed by the supervisors based on a scale developed for the study (pp. 979-980) – for OI, see below	OC: 3 items scale from Balfour and Wechsler (1996)	JS: 3 items: "All in all, I am satisfied with my job," "In general, I like working at my company," and "In general, I don't like my job" (reverse scored) (Cammann et al., 1983; Rich, 1997)
Relevant Control Var.	No information	Age; Gender; Job tenure	Job Satisfaction; Organizational Tenure; Perception of leadership; Ethnic Minorities; Gender, Age, Status	Social desirability (Marlowe & Crowne, 1970) scale; Age; Sex; Job tenure
Relevant Moderating Var.	Social Exchange Relationship (scale of Shore, Tetrick & Barskdale, 1999)	OI: 4 items, from Mael & Ashforth (1992)	No information	No information
Method	Survey of employees	Survey of employees + supervisors	Survey of employees	Survey of employees
Analysis	Regression	CFA and SEQ	Regression	Mediated Regression Analyses
Sample	Actual employees from 5 business organizations in India (N=116)	N=161 matched surveys of supervisors/employees from elect./media companies in Israel	Employees from a financial services company (N=4,712)	Business managers from various professions (N = 313)
Key findings	Strong support for the influence of CSR on social exchange and subsequently on JP and OC	Positive influence of external social performance perceptions on identification, and JP	Positive influence of external forms of CSR on OC subject to important gender variations	Perceived CSR is correlated and played a mediating role between ethics program and JS

Numerous studies have focused externally, looking at the influence of CSR on prospective employees (see in Table 1 the studies presenting an 'external' focus). These works, which tend to be based on signaling theory (Spence, 1973) and social identity theory (Ashforth & Mael, 1989), suggest that a corporation's socially responsible practices send a positive signal to potential workers. The workers, in turn, are likely to get identified with a responsible organization, especially if their values correspond with promoted practices (Strand, Levine & Montgomery, 1981). These studies show how a socially responsible reputation influences corporate attractiveness for prospective employees such as undergraduates, or MBA students (Albinger & Freeman, 2000; Blackhaus, Stone & Heiner, 2002; Greening & Turban, 2000; Luce, Barber & Hillman, 2001). CSR's effect on organizational attractiveness is stronger for job seekers who have many job choices (Albinger & Freeman, 2000), and when they have prior knowledge of CSR and/or are directly concerned with the issues addressed by CSR (Blackhaus et al., 2002). Strand et al. (1981) demonstrated that to determine how improved societal or environmental corporate performance impacts organizational attractiveness for applicants, it is necessary to consider both job and organization attributes. Other studies have established that diversity programs can influence job choices among women and/or people from ethnic minorities (Ng & Burke, 2005; Smith, Wokutch, Harrington & Dennis, 2004). A survey even suggested that MBAs were willing to forgo financial benefits in order to work for a corporation with a good reputation for CSR (Montgomery & Ramus, 2003). CSR can, therefore, be seen as a useful marketing tool for attracting the most qualified employees and is an important component of corporate reputation (Fombrun & Shanley, 1990). This research has demonstrated that, by enhancing corporate image and reputation, CSR is an appropriate tool for marketing to prospective employees. However, it says little about CSR influence on actual employees.

CSR directed towards employees can be perceived positively by both *prospective employees* and a wider audience, including *actual employees*. Indeed, Riordan, Gatewood & Bill (1997) used 'external' corporate image as a proxy for social performance, and found that employee's perceptions of corporate image can positively influence job satisfaction, and negatively influence turnover and turnover intentions. Recently, researchers have investigated how CSR may influence incumbent employees (see in Table 1 the studies presenting an 'internal' focus). These studies provide strong empirical support for CSR's influence on employee (or

organizational) commitment (Aguilera, Rupp, Ganapathi & Williams, 2006; Brammer, Millington & Rayton, 2007; Maignan & Ferrell, 2001; Maignan, Ferrell & Hult, 1999; Peterson, 2004).

Except for Aguilera et al. (2006)'s study that includes CSR impact on job performance and Valentine and Fleischman's (2008) paper that focuses on perceived CSR influence on job satisfaction, no studies have explored CSR influence on employees' attitudes and behavior beyond organizational commitment. These works build on social identification as a mechanism to explain CSR's influence on employees, either explicitly (Carmeli, Gilat & Waldman, 2007), or implicitly (Valentine & Fleischman, 2008). Yet recent research suggests that CSR may influence employees through other mechanisms than identification (e.g., social exchange), and that CSR may influence employees' attitudes, needs and behaviors other than commitment (Aguilera et al., 2007). Swaen & Maignan (2003) suggest that CSR can directly influence employees' adoption of socially responsible behavior within corporations.

Previous research on socially responsible behavior took two distinct and parallel paths, that explains the present knowledge gap on CSR's influence on actual employees (Swaen & Maignan, 2003; Swanson & Niehoff, 2001). 'Macro-level' research took organizations as its main unit of analysis, focused on CSR's financial impact, and developed its work under the 'CSR' umbrella construct (Margolis, Elfenbein & Walsh, 2007; Margolis & Walsh, 2003; Orlitzky, Schmidt & Rynes, 2003). A 'micro-level' approach took individuals as the unit of analysis and did not refer explicitly to employees' socially responsible behavior (Schneider, Oppenheimer, Zollo & Huy, 2004; Treviño Weaver & Reynolds, 2006). Researchers generated concepts potentially useful to investigate behaviors such as Organizational Citizenship Behavior (hereafter OCB). These two different approaches to previous research have prevented cross-fertilization between micro- and macro-level analyses of CSR literature (Aguilera et al., 2007; Schneider et al., 2004; Treviño et al., 2006: 977-979).

In the following sections, we seek to overcome this limitation and explain how identification and social exchange together can explain CSR's influence on employees. Then, we develop a framework bridging micro (individual) and macro (organizational) levels of analysis. This model explains how socially responsible behavior from employees and corporations interplay.

MECHANISMS OF CSR INFLUENCE ON EMPLOYEES:

LINKING ORGANIZATIONAL IDENTIFICATION AND SOCIAL EXCHANGE

Organizational Identification

Organizational identification can be defined as the degree to which organizational members perceive that an organization shares their defining attributes (Ashforth & Mael, 1989; Pratt, 1998). People tend to identify with organizations when they perceive salient organizational attributes and individual attributes overlap. According to social identity theory, people tend to identify with an organization when they perceive that (a) it is highly prestigious and has an attractive image; and (b) organizational identity can enhance members' self-esteem (Ashforth & Mael, 1989; Pratt, 1998; Tajfel & Turner, 1985). In order to develop and maintain a favorable sense of self-worth and self-esteem, people seek to join and stay with high-status organizations. Dutton and Dukerich (1991) found that image perceptions influence employees who use organizational images to evaluate outsiders' perceptions of both the organization and themselves. Therefore, corporate image as conveyed by CSR can directly contribute to employees' sense of self (Riordan et al. 1997).

Social identity theory explains why actual employees care about CSR initiatives developed by companies. Firstly, CSR activities reveal an organization's character and is "not only fundamental and relatively enduring but also often more distinctive" than other corporate activities (Sen & Bhattacharya, 2001: 228). Employees are likely to identify with socially responsible companies, especially when company values match an employees' self-identity. Secondly, socially responsible firms tend to gain positive public reputations (Fombrun & Shanley, 1990). Employees can feel proud to belong to, and work for, a company that is acknowledged for its positive contribution to society (Brown & Dacin, 1997; Turban & Greening, 1997). Employees would rather work for a good citizen that contributes to the welfare of society than for a poor citizen that cares only about itself.

Social Exchange

Besides organizational identification, employees' reactions to CSR initiatives may be governed by reciprocity, broadly defined as a pattern of mutually contingent exchange of gratifications (Gouldner, 1960). In the seminal book on social exchange, Peter Blau argues that philanthropic donations are likely to affect the

dynamics of social exchange not only with the recipients of this action, but also within the donor's own social group.

"Men make charitable donations, not to earn the gratitude of the recipients, whom they never see, but to earn the approval of their peers who participate in the philanthropic campaign. Donations are exchanged for social approval, though the recipients of the donations and the suppliers of the approval are not identical, and the clarification of the connection between the two requires an analysis of the complex structures of indirect exchange." (Blau, 1964: 92)

CSR actions are not limited to philanthropic activities (Porter & Kramer, 2006), and cover many extra-role corporate behaviors which target various stakeholder groups (Barnett, 2007). Even when targeting external stakeholders CSR actions can alter the dynamics of social exchange within corporations. The sense of obligation, as a moral norm, assumes that employees should help those who have helped them. Under certain circumstances, employees reciprocate the positive treatment they receive from the organization. In fact, the repayment obligation depends on how employees value CSR actions, motives and resources of the organization. Previous research showed that employees perform pro-social behavior when "organizational practices that engender favorable justice perceptions incur a sense of obligation to recompense the organization in a manner befitting a social exchange relationship" (Zellars & Tepper, 2003: 397). Conversely, many studies have demonstrated that employees who feel underpaid, tend to steal company property in order to counteract the company's perceived unfairness (Greenberg, 2002).

Social exchange can take numerous forms within organizations. Forms range from individualized, restricted and calculative approaches – aligned with the economic model of exchange – (Blau, 1964; Homans, 1961) to collective, indirect and socialized exchanges – similar to anthropological accounts of social exchange (Malinowski, 1922; Mauss, 1954; Bearman, 1997). Scholars have distinguished three forms of exchange (Ekeh, 1974; Flynn, 2005; Lawler, 2001; Molm & Cook, 1995; Molm, Peterson, & Takahashi, 1999). *Negotiated exchange* involves two entities where "the terms of the exchange are openly discussed and the giving and receiving of benefits are direct and often immediate" (Flynn, 2005: 738-739). This restricted exchange refers to discrete transactions and bilateral flows of benefits between partners (Blau, 1964; Molm & Cook, 1995). *Reciprocal exchange* involves two actors who benefit each other by unilateral acts of anonymous giving and where the rate of exchange is established only over time (Molm, Collett, and Schaefer,

2007). *Generalized exchange* is an indirect and impersonal form of social exchange involving three or more members of a social group where exchange stipulates repayment of a kind deed, but not necessarily by the original recipient, or to the original giver (Bearman, 1997; Molm & Cook, 1995).

We argue that these three forms of exchange shape the effect of CSR on employees' attitudes and behaviors. It can also reframe employees' perceptions of corporations thus facilitating the development of specific social exchanges within organizations. To clarify CSR influence on employees, we need to explain the link between organizational identification and social exchange.

Configurations of Social Exchange and Organizational Identification

Although theory suggests that both social exchange and social identification explain CSR influence on employees, these mechanisms need integration. We postulate that purely economic and calculative relationships between employees and their corporations prevent employees from identifying strongly with their organizations. We also postulate that when employees engage in generalized social exchanges they have already strongly identified with their organization's values. It is possible to delineate four configurations of Social Exchange and level Organizational Identification (hereafter SE/OI configurations) by crossing high versus low organizational identification with the three forms of social exchange (negotiated, reciprocal and generalized). Table 2 presents this typology.

TABLE 2
Configurations of Social Exchange and Organizational Identification (SE/OI)

		Level of Organizational Identification	
		Low	High
Form of Social Exchange (Molm & Cook, 1995)	Negotiated	Cell 1 – SE/OI [a] Restricted and particularized Reciprocity [Low impact of CSR]	
	Reciprocal	Cell 2 – SE/OI [b] Relaxed norm of Reciprocity 'Exchange-driven' [Medium Impact of CSR]	Cell 3 – SE/OI [c] Relaxed norm Reciprocity – 'Identity driven' [Medium Impact of CSR]
	Generalized		Cell 4 – SE/OI [d] Generalized & Relaxed Reciprocity [High impact of CSR]

Horizontal Arrow: CSR influence through identification
 Vertical Arrows: CSR influence through social exchange

Cell 1 describes employees with low levels of organizational identification and behaviors and attitudes that tend to be driven by direct and restricted reciprocity, based on calculation and short term reciprocation. Conversely, cell 4 represents employees with high levels of identification and generalized exchanges characterized by a relaxed, collective norm of reciprocity between employees and organization. Cell 2 and cell 3 refer to intermediary levels of social exchange (reciprocal forms of exchange) that are open to low (cell 2) or high (cell 3) levels of employee identification with the organization.

These four cells represent a continuum of how CSR impacts employees. The typology logically links configurations (grey arrows on Table 2) about how CSR increasingly influences employees' attitudes and behavior. Indeed, the typology suggests that

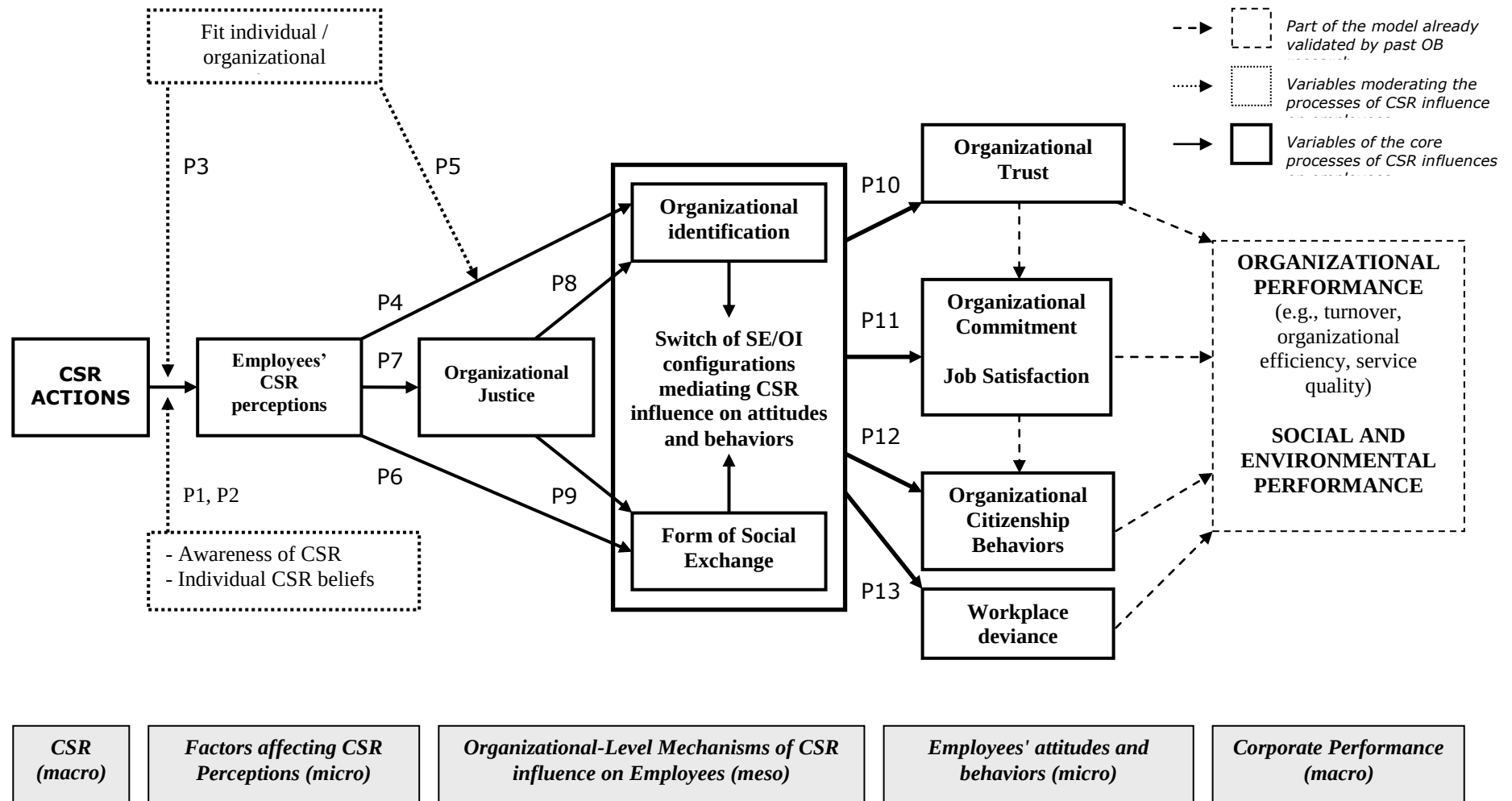
the amount of reciprocal exchange within a given organizational context (e.g. cells 2 and 3) can affect the level of identification through CSR. Once generalized forms of exchange exist, expressions of identity and personality traits are constrained or neutralized (Kamdar & Van Dyne, 2007; Tett & Burnett, 2003) and social exchange dominates CSR influence (cell 4).

CSR effects on employees' attitudes and behavior are explained by a given SE/OI configuration, and also the occurrence of these configurations in a corporation. The remainder of this paper presents a model that shows how CSR affects the move from one configuration to another, and how this process influences employees' workplace attitudes and behaviors.

AN INTEGRATIVE MODEL OF CSR INFLUENCE ON EMPLOYEES

Figure 1 maps the levels of influence of (macro) CSR actions on (micro) employees' perceptions of CSR, by explaining how individual perceptions may affect organizational identification and social exchange, and subsequent (micro) employees' attitudes and behavior related to (macro) dimensions of corporate performance.

FIGURE 1
Overview of the Integrative Model of CSR influence on Employees



CSR influence on Organizational Identification and Social Exchange

Employees' CSR perceptions. Corporate CSR actions influence employees' attitudes and behavior only to the extent this stakeholder group perceives and evaluates them (Barnett, 2007; Bhattacharya & Sen, 2004). Accordingly, employees' perceptions of CSR are the central variable mediating the influence of CSR actions on employees (Rupp et al., 2006; Schuler & Cording, 2006).

The structure of CSR perceptions is not established. Marketing and management studies have proposed several models of CSR perceptions. Carroll (1979) identified four levels of economic, legal, ethical and discretionary corporate social responsibilities. Several studies assumed that managers, consumers and/or employees' perceptions of CSR would be structured according to these four categories (Aupperle, Carroll & Hatfield, 1985; Maignan & Ferrell, 2001; Peterson, 2004). Other cross-cultural research analyzed top managers' perceptions through a stakeholder structure (Egry et al., 2004a/b). Rupp et al. (2006) used organizational justice to model CSR perceptions by considering three dimensions of employees' CSR evaluations: social concerns embedded in the CSR action (*procedural CSR*), outcomes that results from that action (*distributive CSR*), and interpersonal treatment of individuals, both inside and outside the organization, following an action (*interactional CSR*) (Rupp et al., 2006).

Each of the above models of employee CSR perceptions has merits and limitations, and it would be arbitrary to favor any model given the present stage of empirical research. Accordingly, the next sections of this paper refer to 'employees' CSR perceptions' as a whole construct, without specifying its dimensions.

CSR Perceptions Antecedents. Numerous psychological factors influence employees' socially responsible attitudes and behaviors (Schneider et al., 2004). Three antecedents are likely to shape how strongly CSR actions influence employees' CSR perceptions: awareness about CSR, individual beliefs in CSR or CSR orientation of employees (CSR-O), and finally the fit between organization and employees' values.

According to consumer research, CSR is likely to influence employees' attitudes and behaviors only if they are aware of the actions (Bhattacharya & Sen, 2004; Schuler & Cording, 2006; Sen & Bhattacharya, 2001). Knowing about past CSR actions and

communicating them inside the corporation influences employees' perceptions. Therefore we can assume the following proposition.

Proposition 1. The higher employees' awareness of CSR actions, the higher the influence (positive or negative) of CSR actions on employee CSR perceptions.

Employees' personal beliefs about the desirability of adopting of CSR programs can influence their perceptions of CSR actions. Tetlock (2000) suggests that different models of corporate management (stakeholder versus agency) are deeply rooted in political attitudes. Therefore, we can expect that employees' views about the appropriateness of corporate-level socially responsible investments will reflect their political attitudes, and that their valuations of CSR reflect this diversity. Employees who tend to be unsupportive of CSR are unlikely to be positively influenced by widely deployed CSR programs. Conversely, employees who personally encourage the adoption of CSR behavior are more likely to be influenced by these actions. The two following propositions summarize the close link between employees' personal orientation toward CSR and the influence of CSR on their perceptions.

Proposition 2. The more (less) supportive are employees' individual beliefs about CSR, the higher (lower) and the more positive (negative) is the influence of CSR actions on employees' CSR perceptions.

The person-organization (P-O) fit refers to the congruence between employee and organizational attributes and values (Kristof-Brown, Zimmerman, & Johnson, 2005; O'Reilly, Chatman, & Caldwell, 1991). Kristof (1996) defined the P-O fit as "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (p. 4-5). The P-O fit is likely to influence of CSR actions on employees. Research on how diversity and affirmative actions programs influence prospective organizational members suggests that the fit between individual values and organizational programs can influence organizational attractiveness (Ng & Burke, 2004; Smith et al., 2004). For current employees, CSR actions can be reinforced by congruency between embedded values and employees' own values. We can thus expect that the P-O fit will positively influence of CSR actions on CSR perceptions.

Proposition 3. The higher is the fit between employees' values and organizational values, the stronger is the influence of CSR actions on employees' CSR perceptions.

Direct CSR Perceptions Impacts. Identification explains how prospective employees and customers react to CSR (Brown & Dacin, 1997; Sen & Bhattacharya, 2001; Turban & Greening, 1997). It impacts incumbent employees especially because CSR directly affects social identification in areas such as an organization's prestige and external image, and employees' self-esteem (Ashforth & Mael, 1989; Dutton & Dukerich, 1991; Riordan et al., 1997; Tajfel & Turner, 1986). CSR is also an important component of corporate reputation and image (Fombrun & Shanley, 1990) and employees find it gratifying to be identified with organizations which are 'socially valuable' (Greening & Turban, 2000; Turban & Greening, 1997). CSR can enhance employees' self-esteem by increasing their pride in their organization (Tyler & Blader, 2000). Studies of CSR influence on intra-organizational behavior—e.g. organizational commitment (Peterson, 2004) or job satisfaction (Brammer et al., 2007)—suggest that employees strongly identify with corporations which are perceived as socially responsible. Consistent with CSR, perceptions of organizational support, such as expressing concern for employees, promoting their well-being, and recognizing their contributions can foster organizational identification (Eisenberger, Huntington, Hutchinson & Sowa, 1986).

Proposition 4. Employees' CSR perceptions are positively related to organizational identification.

The P-O fit also strongly relates to organizational identification. Pratt (1998) suggested that identification refers to 'sharing' of organizational values and beliefs. We expect employees to increase their identification with an organization if there is already a good fit between values promoted by an organization and those employees regard as important. Ambrose et al. (2008) showed that fit between personal and organizational ethics is related to increased levels of commitment and job satisfaction, and lower levels of turnover. Congruent personal and organizational values should strengthen employee's cognitive and emotional connections to an organization (Mael & Ashforth, 1992). For instance, if an organization internally promotes CSR programs, such as diversity management or employee volunteering, and if these programs closely match employee's values, we can expect CSR will strongly impact these employees' self-esteem and identification.

Proposition 5. The fit between employees' values and organizational values positively affects the influence of Employees' perception of CSR on their identification with the organization.

Beyond its impact on image and reputation, CSR perceptions can alter the dynamics of social exchange between corporation and their employees. CSR enhances social welfare (Barnett, 2007) and introduces a 'social component' in economic exchanges between corporations and employees (Cropanzano & Mitchell, 2005). CSR can influence the norms of reciprocity between corporations and their employees (Blau, 1964; Gouldner, 1960; Molm & Cook, 1995). First, by socially and emotionally enriching employer-employee relationships, CSR can stimulate reciprocal behavior through pro-social or citizenship behaviors in the workplace. Second, according the process of gift and counter-gift (Blau 1964; Mauss 1925), CSR oriented toward non-employee stakeholders (e.g. community) can favorably enhance employees' attitudes toward those stakeholders by introducing them to other potentially valued parties. Employees may support a corporate decision to support a cause and increase contributions to this cause, for example, through volunteering. Third, in developing inter-organizational social exchanges between corporate stakeholders (Brickson, 2005), CSR can trigger employees' behaviors which replicate those exchanges at the intra-organizational level. This suggests that CSR may be a powerful way to reshape inter-organizational employee-employer relationships toward more generalized and socialized exchanges.

Proposition 6. Employees' CSR perceptions are positively related to the frequency of engagement in reciprocal or generalized exchange.

Organizational Justice as a Mediator. Employees use an overall fairness heuristic to decide about relationships with their organization (Treviño & Weaver, 2001). Justice is a primary social expectation that guides employees' evaluations of organizations and their subsequent behaviors. Perceptions of CSR can influence employees' perceptions of justice in two ways. First, CSR can impact how employees personally perceive fairness. A company dedicated to CSR can create a friendly and ethical working environment, which reflects organizational practices with moral consequences (Victor & Cullen, 1988; Wimbush, Shepard, & Markham, 1997). Employees are likely to feel that organizational authorities treated them fairly (Naumann & Bennett, 2000), especially if CSR initiatives include employees' issues such as improving working conditions, establishing fair wages and non discrimination policies. Second, CSR actions can effect how employees collectively perceive

fairness. Recent research has shown that employees can, as third parties, form justice judgments and react to how the company treats other people (Colquitt, 2004; Degoe, 2000; Skarlicki & Kulik, 2005). For example, there is some evidence that in layoff situations, survivors' reactions can be stronger than victim's responses as they can withhold productivity, or engage in sabotage (Brockner & Greenberg, 1990). Therefore:

Proposition 7. Employees' CSR perceptions exert, personally and/or collectively, positive effects on organizational justice perceptions.

Organizations, like most social groups, help people define themselves and their feelings of well-being and self-worth through social categorization and organization belongingness (Pratt, 1998). Employees focus on justice judgments that provide "key information that shapes the degree to which people regard their group as having high status, regard themselves as having high status in their group, and identify with the group by merging their sense of self with the group" (Tyler & Blader, 2003: 357). When organizations treat employees with dignity and consider their needs, employees feel valued which enhances their perceptions of justice (Bies, 2005). This reassures employees about their status in the organization and thus helps secure their sense of identity (Tyler & Blader, 2003). Justice judgments represent a plausible basis for employees' assessment of their organizations and their status within them. Hence, they are strongly linked to employees' motivation to merge their self-identities and self-worth with those of an organization (Tyler & Blader, 2000, 2003). Employees will identify with high-status organization in which they feel that they have status (Tyler & Blader, 2003).

Proposition 8. Employees' perceptions of justice will increase their identification with their organization.

The deontic model of organizational justice emphasizes the role of ethical principles and moral values in justice judgments (Cropanzano, Goldman, & Folger, 2003). Thus, "it is respect of human dignity and worth that influences an individual's justice needs" (Aguilera et al., 2007: 541). According to this deontic model, justice is an internalized moral virtue which is a means to an instrumental or relational end. Justice can be end in itself in that people think there is a "right way to treat human beings" and are upset when their company violates principles of justice. Many are willing to make personal sacrifices in the name of justice. Employees may also be sensitive to how external stakeholders, such as customers, shareholders, and

communities, perceive justice (Aguilera et al., 2007). The “third-party” justice effects, reactions to witnessing another being treated unfairly (Colquitt, 2004), could be interpreted through the lens of social exchange. Justice perceptions may be part of an employee’s evaluation of organizational actions that reveals the quality of social exchange relationships (Masterson, Lewis, Goldman, & Taylor, 2000).

Molm, Takahashi & Peterson (2003) showed that perceptions of fairness differ from other forms of social exchange. In negotiated exchanges, individuals are motivated to act solely in their own interests rather than others’ interests, and prefer direct, explicit exchanges. Negotiated exchanges may heighten the salience of conflicts between actors and trigger self-serving behavior. In reciprocal exchanges, reciprocation is direct but not necessarily immediate and is valued, over and above instrumental benefits of exchange (Flynn, 2003; Molm & Cook, 1995). Generalized exchanges stipulate repayment of a kind deed, but not necessarily by the original recipient or giver. Employees tend to prefer generalized exchanges over other social exchanges. To limit exploitation, generalized exchanges require adherence to a collective norm of unilateral giving and a general concern for others’ well-being (Bearman, 1997; Molm & Cook, 1995).

Evidence shows that as justice may have different sources (organization, supervisor, coworkers, customers, etc.), justice or injustice acts are reciprocated back to the source, although there may be spillover to other sources (Liao & Rupp, 2005; Rupp & Cropanzano, 2002). Hence, “an employee might be privy not only to how well he or she is treated personally, but also how others are treated in the organization” (Rupp et al., 2007: 439). This is consistent with the features of generalized exchange. We suggest that justice perceptions impact how employees judge their exchange relationships with their organizations, but also how they develop reciprocal and generalized exchanges.

Proposition 9. Employees’ perceptions of justice will favor reciprocal and generalized exchange rather than negotiated one.

CSR Influence on Employees through SE/OI Configuration Change

CSR tends to influence both organizational identification and social exchange processes, hence we deduce that CSR also influences specific configurations of Social Exchange and Organizational Identification (SE/OI) (see Table 2). This section completes the framework by explaining how CSR’s influence on the SE/OI

configuration ('Mediated Impact') can influence workplace attitudes (trust, organizational commitment and job satisfaction) and behaviors (OCBs and workplace deviance).

CSR Mediated Impact on Trust. Employees tend to assume that their organization is trustworthy if they identify with a social responsible corporation. As organizational identification refers to the perception of oneness or belongingness to the organization as well to the emotional investment attached to organizational membership, it might also enhance individuals' propensity to trust the organization and its members. "Engaging in acts of trust provides organizational members with an opportunity to communicate to others the symbolic value they attach to their organizational identity" (Kramer, 2001: 171).

Forms of social exchange interact with organizational identification in predicting organizational trust. Trust between partners is more likely to develop when exchanges occur without explicit negotiations or binding agreements (Blau, 1964; Molm & Cook, 1995), and depends how partners respond to opportunities to exploit or reciprocate. "Since there is no way to assure an appropriate return for a favor, social exchange requires trusting others to discharge their obligations" (Blau, 1964: 94). Therefore, reciprocal exchanges tend to produce stronger trust than negotiated exchanges. Terms of negotiated exchanges are known in advance and guaranteed, and consequently trust is unnecessary. Conversely, generalized exchanges encourage trust since it is associated solidarity and a belief that others will adhere to a collective norm of cooperation (Ekeh, 1974; Lawler, 2001; Molm & Cook, 1995). Hence,

Proposition 10. Based on CSR-driven change of SE/OI configuration towards higher levels of identification and/or more reciprocal or generalized social exchange, we expect employees who are low in OI to have higher levels of trust when exchanges are reciprocal rather than negotiated. Conversely, we expect employees who are high in OI to have higher levels of trust when exchanges are generalized rather than reciprocal.

CSR Mediated Impact on Commitment and Satisfaction. Organizational identification and organizational commitment overlap, yet they are distinct (Riketta, 2005; Van Knippenberg & Sleebos, 2006). Organizational identification is an important predictor of commitment (Pratt, 1998; Meyer & Herscovitch, 2001) and relates positively to job satisfaction (Riketta, 2005). The extent to which employees

identify with, and develop a sense of belonging to, an organization determines the strength and length of their membership (Dutton, Dukerich, & Harquail, 1994). We argue that feeling obliged to reciprocate as a result of social exchange relationships might strengthen commitment and satisfaction.

Molm et al. (1999) have shown that strong and close relations tend to evolve when exchanges are reciprocal, rather than negotiated. In reciprocal exchanges, actors benefit others by anonymous unilateral acts of giving where the rate of exchange is established only over time (Molm et al., 2007). Thus, organizational commitment is associated with reciprocal rather than negotiated exchange relationships (Molm et al., 1999). Lawler (2001) suggested that social exchanges produce emotions which are internally rewarding or punishing, and generate stronger affective ties to individuals rather than organizations. Because emotional expressions are stronger for reciprocal than negotiated exchanges (Molm et al., 1999; Molm & Cook, 1995), organizational commitment and job satisfaction should also be stronger in reciprocal exchanges, even for low identifiers.

Generalized exchanges are indirect, so that actors who give benefits do not necessarily receive benefits from those same actors. Uncertainty is hence higher than in reciprocal and negotiated exchanges. Research has shown that commitment is stronger when uncertainty is high (Molm & Cook, 1995). Frequent generalized exchanges reinforce positive affects that will be partially attributed to an organization which represents a context for exchange. Generalized exchanges may therefore help to build a collegial environment that promotes organizational commitment and job satisfaction.

Proposition 11. Based on CSR-driven change of SE/OI configuration towards higher level of identification and/or more reciprocal or generalized social exchange, we expect employees who are low in OI to have stronger organizational commitment and job satisfaction when exchanges are reciprocal than when they are negotiated. We also expect employees who are high in OI to have stronger organizational commitment and job satisfaction when exchange is generalized than reciprocal.

CSR Mediated Impact on OCB. The more individuals identify with an organization, the more an organization's values and interests are integrated in people's self-concept (Dutton & Dukerich, 1991). Collective interest is considered self-interest, and individuals are motivated to adopt organizational goals and to act with an

organization's best interests in mind (van Knippenberg & Sleebos, 2006). When organizational identification is high, employees experience an organization's successes and failures as their own. They are likely to engage in behaviors that help reach organizational goals because doing so reflects positively on the organization, and by association, on themselves (Dutton & Dukerich, 1991). Evidence suggests that high organizational identification is associated with cooperative and organizational citizenship behaviors (Riketta, 2005; Smith, Carroll, & Ashford, 1995; Tyler & Blader, 2000).

We suggest that organizational identification and social exchanges interact in predicting OCBs. Specifically the relationship between organizational identification and OCB becomes stronger as we move from negotiated to reciprocal to generalized forms of exchange. The impact of social exchanges on OCBs should not be limited to the reciprocity principle. Many studies have shown that individuals who believe they benefit from their organization's actions often perform above and beyond formal job expectations which benefits the organization and its members (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Organ, Podsakoff, & MacKenzie, 2006). Favorable treatment, generated by CSR practices, should create an obligation to "repay the favor" in terms of OCB. We suggest that social exchange and organizational identification interact to generate this "repay the favor". Indeed, the sense of common identity, cohesion, and their impacts on employees' behavior, differ according to the form of exchange (Flynn, 2005; Lawler, 2001; Molm & Cook, 1995).

When organizational identification is low, individuals use exchanges to evaluate their relationships with the organization. In reciprocal exchanges employees act beneficially without knowing whether, or when, it will be reciprocated (Ekeh, 1974; Molm, Peterson, & Takahashi, 1999). In negotiated exchanges, individuals and organizations negotiate an agreement based on direct and strict reciprocity. Negotiated exchanges can increase conflicts of interests between actors, thus making exchanges competitive and conflictual (Molm et al., 2007). Consequently, reciprocal exchanges should have stronger cohesion and solidarity than negotiated exchanges. Even when organizational identification is low, giving behavior becomes important, because it produces internal rewards in terms of pride, as well as future receiving (Molm et al., 1999; Molm et al., 2007). Reciprocal exchanges develop only if actors are willing to trust their organizations and accept short-term costs and uncertainty, hence CSR practices can change negotiated relations into reciprocal ones.

When organizational identification is high, organizations are less likely to be perceived as separate psychological entities. We suggest that individuals evaluate their relationships with organizations in terms of reciprocal and generalized exchanges, rather than negotiated exchanges. Reciprocal exchanges are characterized by trust, commitment and positive affect toward an exchange partner (Molm et al., 1999). Lawler (2001) suggests that generalized exchanges foster helpful environments and enhance collective solidarity and altruism such that others will “discharge their obligations to the enrichment of society rather than for their exclusive narrow self-interest” (Ekeh, 1974: 59). For these reasons, reciprocal and generalized exchanges should strengthen organizational identification on OCB in CSR practices, reinforcing a collective norm of unilateral giving and concern for other’s well-being (Ekeh, 1974; Flynn, 2005; Lawler, 2001; Molm & Cook, 1995).

Proposition 12. Based on CSR-driven changes of SE/OI configuration towards higher level of identification and/or more reciprocal or generalized social exchanges, we expect employees who are low in OI to extend more OCB when the exchange is reciprocal than when the exchange is negotiated. We also expect employees who are high in OI to extend more OCB when exchange is generalized rather than reciprocal.

CSR Mediated Impact on Deviance. Workplace deviance is “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” (Robinson & Bennett, 1995: 556). Employees tend to behave deviantly and respond aggressively when organizational acts threaten their self-esteem or identity (Aquino & Douglas, 2003; Bies & Tripp, 2005). Bies and Tripp (1996) linked organizational injustice with publicly denigrating one’s own organization; employees may take revenge publicly in order to restore their own damaged image. De Cremer (2006) has shown that when organization acts unethically, high identifiers exhibit higher levels of disappointment and anger than low identifiers. Disappointment may thus trigger workplace deviance among those who identify strongly with an organization.

We suggest that social exchanges and organizational identification interact to predict workplace deviance. The “norm of retaliation” (Gouldner, 1960) implies that individuals who feel they have been treated unfavorably and unethically, tend to “even-the-score” by engaging in deviant behavior (Ambrose, Seabright, & Schminke, 2002). When organizational identification is low, employees evaluate their relationship with the organization in terms of reciprocal exchanges. Negotiated

exchanges may heighten the salience of conflict, and trigger self-attributions, which leads employees to perceive organization's motives unfavorably (Molm et al., 2007). Employees may behave deviantly as the organization is considered responsible for unethical acts. In reciprocal exchanges, responsibility is more diffused than in negotiated exchanges as actors realize unilateral giving without knowing whether or when others will reciprocate (Blau, 1964; Molm & Cook, 1995). As reciprocal exchange allows increased risk and uncertainty, it requires trusting others to discharge their obligations (Blau, 1964). If employees trust their organization, they feel betrayed when it treats them unfavorably and unethically. Betrayal is both unexpected and surprising, and emotional reactions—such as anger, retaliation and deviance—may be stronger when exchange is reciprocal than negotiated (Douglas et al., 2008).

When organizational identification is strong and an organization treat employees unfavorably, generalized exchanges can generate more anger and disappointment than reciprocal exchanges. Indeed, generalized exchanges adhere to collective norm of unilateral reciprocity, and engender a morality characterized by credit mentality. If organizations violate this norm, employees can punish the organization by engaging in defensive self-presentation (Schlenker, 1980) and workplace deviance. Moreover, as multiple actors engage in multiple relations of unilateral resource giving, deviant behavior may escalate and incivility spiral (Andersson & Pearson, 1999).

Proposition 13. Based on CSR-driven changes of SE/OI configurations toward higher level of identification and/or more reciprocal or generalized forms of social exchange, we expect employees who are low in OI to extend more workplace deviance when the exchange is reciprocal than when the exchange is negotiated. We expect employees who are high in OI to extend more workplace deviance when exchange is generalized than reciprocal.

CSR influence on Organizational Performance: Employees as a Missing Link

Meta-analyses of CSR and Corporate Financial Performance suggest a weak positive relationship but explain little about specific linking mechanisms (Margolis et al., 2007; Orlitzky et al., 2003). Like previous research (Barnett, 2007; Schuler & Cording, 2006), our model clarifies these mechanisms among employees. Our propositions describe how CSR influences many employees' attitudes and behaviors,

as well as how employees, as a stakeholder group, mediate the influence of CSR on Corporate Performance.

Positive workplaces reinforce job-related attitudes and behavioral outcomes. Meta-analyses and empirical studies suggest that organizational trust precedes job satisfaction and organizational commitment (Colquitt, Scott, & LePine, 2007; Dormann & Zapf, 2001; Meyer & Herscovitch, 2001). These attitudes also predict the adoption of OCBs and workplace deviance (Berry, Ones, & Sackett, 2007; LePine, Erez, & Johnson, 2002). Virtually all these attitudes and behaviors positively affect organizational performance by reducing employee's turnover (Griffeth, Hom, & Gaertner, 2000), increasing organizational efficiency (Kamdar & van Dyne, 2007), or increasing service quality (Payne & Webber, 2006).

Ramus and Stegers (2000) study of environmental policies suggests that employees' perceived organizational support, operationalization of the quality of social exchange between organizations and their employees, can contribute to the effectiveness of environmental management and developing employees' eco-initiatives. Future research can explore whether perceived organizational support positively affects dimensions of CSR policy beyond the environment; and if other CSR initiatives also influence employees' support of the CSR. If so, the model could explain how CSR performance is maintained across time thanks to employees' attitudes and behaviors.

IMPLICATIONS AND FUTURE RESEARCH

Theoretical implications

Bridging micro and macro perspectives on CSR. The framework relates two areas of research that have rarely been considered simultaneously. Our model clarifies processes of CSR influence on employees. It identifies several mechanisms that explain how macro-level construct of CSR influences micro-level employees' attitudes and behaviors. It suggests that CSR-triggered identification and social exchanges can reinforce employees' attitudes and behaviors. Our analysis extends previous research by studying CSR from an OB perspective.

In the future, theorists can use this model to explore the role of employees' CSR expectations in adjusting psychological contracts with their employers, generalizing from business ethics research (Van Burren III, 2000), and building on recent

psychological contract theory (Dabos & Rousseau, 2004). In Table 1, research that adopts an 'external' focus suggests that employees choose a corporation partially because of their CSR programs. However, little is known about potential gaps between prior external perceptions of CSR reputation and a corporation's socially responsible behavior after employees are recruited. Are employees' reactions toward CSR related to this gap? If attractiveness is at least partially integrated in the decision-making process of prospective employees (Strand et al., 1981; Turban & Greening, 1997), we can expect CSR perceptions will also play a role in socializing newcomers. Future research could build on socialization literature to study how the process of matching (or mismatching) employees' expectations about CSR during socialization.

Integrating Social Exchange and Organizational Identification. In line with previous research (Flynn, 2005), our framework helps clarify and consolidate linkages between the processes of identification and social exchange. CSR is an area where these two mechanisms can occur simultaneously, and our model defines a specific path of identification and exchange reinforcement. It offers an original perspective on the dynamics of CSR reaction and actions. Employees' volunteer activities appear to be especially relevant to the interplay of social exchange and identification on OCBs (Kotler & Lee, 2005). However, little is known about the role of many other CSR practices on these processes. Beyond employees, our analysis suggests dynamics of identification and exchange can affect corporate relationships with its other stakeholders. Past research suggests that stakeholders may contribute to the progressive framing of an organization's identity (Brickson, 2005; Scott & Lane, 2000). Future research can investigate how CSR policy can simultaneously affect exchanges between stakeholders groups and their identification to the corporation.

Generalizing the Framework. The proposed model has yet to be empirically tested, and a first area of research involves progressively testing and validating the propositions. Future theoretical works can contribute to understanding how CSR affects organizational behavior by building on the limitations of our model. Our analysis focused on internal mechanisms of CSR influence on employees. The model can be completed by investigating how these mechanisms complement previously reported external mechanisms of attractiveness and signaling. For instance, CSR can indirectly affect employees' by framing perceptions of their organization's external

prestige. Prospective employees' perceptions of external attractiveness can also reinforce incumbent employees' pride in the corporation.

Second, the proposed framework focuses on employees' reactions to CSR, rather than employees' influences on corporate adoption of CSR (Aguilera et al., 2007). Future research can combine insights from both perspectives to theorize how CSR evolves over time through the interplay of employees' mobilization strategies and reactions to existing CSR programs.

Third, we assumed relative homogeneity among CSR actions and did not specify stakeholders targeted by CSR actions, or which corporate responsibilities related to these actions (e.g. legal, economic, ethical or discretionary). Future research can refine CSR 'input' by recognizing these differences and theorizing about employees' reactions. Employees may react more strongly to CSR actions oriented toward them than to actions oriented toward distant social groups. Employees' perceptions may differ along the four dimensions of Carroll's (1979) framework. Tuzzolino & Armandi (1981) suggested that Carroll's (1979) pyramid corresponds with Maslow's (1970) pyramid of levels of social needs. Accordingly, actions related to the bottom of the CSR pyramid (economic and legal levels of corporate responsibility) are less likely to stimulate behavior than actions linked to the top of the pyramid (ethical and discretionary levels of corporate responsibility). Future research could classify CSR actions according to their capacity to fulfill employee needs, and evaluate their impact on employees' behavior, attitudes and performance.

Methodological implications

Assessing Employee CSR perceptions. One of the main barriers to research on OB and CSR remains assessment of employee's perceptions of CSR. So far, three competing theoretical models have investigated employees' perceptions of CSR: the Carroll-based model of CSR perceptions (Maignan & Ferrell, 2001), the stakeholder-based model (Egri et al., 2004) and the Justice-based model (Rupp et al., 2006). Few studies have operationalized these constructs and assessment of CSR from the employee's perspective remains embryonic. Further empirical studies can validate these three competing views and potential complementarities in order to understand employees CSR perceptions. Future research can systematically investigate employees' CSR perceptions, and control both reliability and validity by relying on related but different constructs such as political attitudes, perception of organizational justice and employees' orientation toward CSR. By hypothesizing the

nature of the relationships between these constructs, our model provides a sound theoretical basis for such a study.

Design and Method. Although we cannot simultaneously test all the propositions offered in this paper, our model points towards research efforts that focus on interactions between social identification and social exchanges which capture the effects of CSR on employees. Future empirical studies can control the effects of one of processes while testing the influence of the other one on the various organizational outcomes. Appropriate control of time in the research design is crucial to avoid the pitfalls of previous research on the business case for CSR (Margolis & Walsh, 2003). Future research subject should control for time effects in assessing employees' perceptions of CSR on various OB constructs. CSR perceptions can influence employees' attitudes and behavior at differential time-scales. For instance, the effects of organizational identification can be more perceptible in the short run whereas the impact of social exchanges can take more time to be observed. Moreover, research designs could investigate sequentially the transformation of CSR perceptions into employees' attitudes, then into employee's behavior, and ultimately into corporate performance.

Managerial Implications

First, this paper demonstrated that CSR not only enhances a corporation's reputation for prospective employees by increasing organizational attractiveness and firm familiarity, but also influences incumbent employees. Our model moves beyond a view on CSR as an 'external' marketing and communication function and suggests that it can be a powerful marketing tool for corporations' 'internal customers' – i.e. their employees. Indeed, by enhancing corporate image and organizational prestige in the eyes of external audiences, CSR also affect employees' identification with their corporation. CSR can directly reinforce employees' self-definition and subsequently their identification. It can also create positive dynamics of social exchanges. CSR is a powerful communication and management tool for human resources managers. Our model suggests that CSR should not remain solely the province of marketing and public relations, but should be integrated into human resource management policies aiming at enhancing performance. Second, the framework shows how CSR can enhance positive workplace attitudes, such as job satisfaction, trigger behavior such as OCBs, and/or prevent employees from engaging in sabotage. Third, our model fills an important gap by mapping CSR's influence on organizational performance. It

provides insights for designing HRM systems that could support and monitor the impact of CSR on Human Resource Performance. The model therefore delivers key insights for designing strategic CSR policies targeting employees.

CONCLUSION

What a corporation is doing for society is both a matter of external communication and a way to influence employees' perceptions of their organization. This paper shows that CSR can influence social exchange dynamics as well as social identification processes within the corporation. It integrates these two mechanisms in a new framework explaining how CSR perceptions stimulate the adoption of workplace attitudes and behaviors that may ultimately foster corporate performance. This model provides a roadmap for studying how corporations, in doing well by doing good, can push their employees to engage in both efficient and socially responsible behaviors.

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