Corporative social responsibility (CSR) activities in the workplace: A comment on Aguinis and Glavas (2013)

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ABSTRACT

Recent research has indicated that Corporate Social Responsibility (CSR) is beneficial to organizations: CSR enhances employee attitudes, behaviors, and productivity in the workplace and thus contributes to companies’ profitability. Recently, Aguinis and Glavas (2013) advanced the innovative distinction between embedded vs. peripheral CSR and compellingly demonstrated how this distinction could help straighten out the inconsistencies in the associated academic literature regarding the relationship of CSR to its antecedents and outcomes. Within this vast array of literature, however, relatively little is known about the psychological underpinnings that might define the manner in which CSR actually affects these work attitudes and behaviors, both directly and indirectly. The purpose of this note is to cast light on this issue.

RESUMEN

La investigación reciente ha indicado que la Responsabilidad Social Corporativa (RSC) es beneficiosa para las organizaciones: la CSR facilita las actitudes, las conductas y la productividad de los empleados en el trabajo y también contribuye a la rentabilidad de las compañías. Recientemente, Aguinis y Glavas (2013) avanzaron una distinción innovadora entre la RSC periférica y la incorporada y convincentemente demostraron cómo esta distinción podría ayudar a clarificar la incoherencia en la literatura académica asociada a la relación de la RSC con sus antecedentes y resultados. Sin embargo, en esta amplio conjunto de literatura se conoce muy poco sobre las bases psicológicas que pueden definir la manera en que la RSC realmente afecta a estas conductas y actitudes laborales, tanto directa como indirectamente. El propósito de esta nota aporta luz sobre esta cuestión.

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This supposition, we might note that in a positive work attitudes such as OCB and job satisfaction. Although, Aguinis and Glavas (2013) contend that “working for an organization to be ethical are also likely to perceive it as being fair to them and as being obligated to provide them with desirable employment as part of their non-formal occupational contract (Valentine & Fleischman, 2008).

In order to examine these relationships we conducted a study of employees in a real organizational setting (N = 101 employees) (Tziner, Oren, Bar, & Kadosh, 2011). The findings of this study unfolded, in line with previous investigations (Brammer et al., 2007; McGuire et al., 1998; Turker, 2009b), significant positive relationships between CSR and job satisfaction (r = .58, beta = .27, p < .0001) and between CSR and perceived organizational justice (r = .62, beta = .76, p < .0001). With respect to the question of how CSR affects employee attitudes, our findings supported the suggestion that CSR signals to employees that the organization tends to act in a just and fair manner, thereby leading to positive work attitudes. The strongest correlations were found between CSR and procedural justice, considered a good predictor of employees’ evaluation of the character of the organization (Sweeney & McFarlin, 1993, p. 37). The results are also in line with Aguilera et al. (2007), who found that CSR leads to turnover rates, as well as with Greenberg (1990), who argues forcibly that organizational justice is a basic requirement for job satisfaction (in Tziner et al., 2011’s study, r = .85, beta = .66, p < .0001).

Although the results are drawn from a single study, they would appear to have significant practical implications for organizations and to be germane and beneficial to companies addressing issues of CSR. CSR was found to have a significant effect on the level of job satisfaction, both directly and indirectly, by mediating the effect on perceived organizational justice. In our opinion, for this reason alone, it would be advisable to promote CSR as a vehicle to enhance employees’ OCB.

Our findings suggest that CSR not only improves perceived organizational justice and job satisfaction, but, moreover, they provide evidence for the theoretical conception of CSR as a value-creating activity whose impact on firms goes significantly beyond the direct financial benefits measured by traditional accounting-based methods (e.g., Aguilera et al., 2007).

Conflicts of interest

The author of this article declares no conflicts of interest.

References


