

CSR INITIATIVES, INTERNAL LEGITIMACY, ORGANIZATIONAL IDENTIFICATION AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

Prior researches have shown that company's CSR initiatives positively related with organizational identification and organizational commitment. In this research proposal, we would like to explore this topic in more depth by examining the influence of company's CSR initiatives (especially internal CSR initiatives in ethical domain) on organizational commitment through mediation of linkages: 1) CSR initiatives and internal legitimacy, 2) internal legitimacy and organizational identification (partially mediated by construed external image) and 3) organizational identification and organizational commitment. We believe that the internal CSR initiatives would lead to higher organizational commitment than external CSR initiatives. But the external CSR initiatives would render organizational commitment high also if at least one condition is fulfilled: 1) company has exerted internal CSR practices, 2) employees are satisfied with their job and working condition, 3) employees have good position in company, or 4) employees already have high personal social values. Thus, we suggest that there should be a balance between internal and external CSR initiatives for the benefits of the company.

Keywords: CSR, legitimacy, construed external image, organizational identification, and organizational commitment

INTRODUCTION

Organizations nowadays realize that good performance on social activities can give benefits like possible positive relation with financial performance [101, p.423] [110, p.426] [106, p.348], customer satisfaction [76, p.16], customer positive evaluation [120, p.238] and stakeholders intent to commit personal resources for the company [121, p.164].

Recently, the influence of corporate social responsibility (from now on, CSR) activities on internal stakeholders (i.e., employees) and how employees perceived social performance are getting a considerable attention. It offers valuable insight about how using CSR actions for the purpose of human resource management [52, p.557]. Previous studies have shown that CSR initiatives enhance employee identification to organization [12, p.136] [113, p.271] [52, p.564], organizational commitment [17] [106, p.313] [114] [3, p.2799-2801], job satisfaction [137, p.166] and job performance [32, p.437 quoted by 114, p.540].

Unfortunately, most of the studies put the focus on external CSR aspects and external stakeholders (especially community) thus there is less attention to internal CSR [2, p.89-90] [33, p.355-356] whereas internal CSR is positively related with employee engagement [2, pp.98-100] or in other words; organizational commitment [133, p.192-196].

CSR is considered as a legitimacy tool [75 quoted by 27:p.2] and a means to achieve reputation [46, p.13] [86]. To be perceived legitimate, organization must fulfill minimum accountability standards. If organization accomplishes high standards, it will obtain reputation [65, pp.15,17, 20]. Reputation has positive relation with organizational identification [148, p.408].

Prior studies have mentioned the probable relation between legitimacy and organizational identification [41] [42] [119] [148] [28] [80] but only few that have discussed the relation between organizational identification and organizational commitment [52]; probably because of some conceptual similarities between identification and (affective) commitment.

Studies by Riketta (2005), Edwards (2005), van Knippenberg and Sleebos (2006) and Herrbach (2006) have tried to clarify the differences between concept of identification and commitment while Hae and colleagues [52, p.564] affirm that employees identification to company is associated with their commitment.

The purpose of the present study is to examine the various linkages that relate CSR initiatives with organizational commitment. In this research we propose that: 1) CSR initiatives would lead to internal legitimacy that will influence employee identification to organization (partially mediated by construed external image). 2) This organizational identification will affect employee commitment to organization. 3) The internal CSR initiatives (in ethical domain that affect employees directly) would lead to stronger internal legitimacy, stronger organizational identification and higher organizational commitment compared with the external CSR initiatives that not directly affect employees. But external CSR initiatives could lead to stronger identification and higher commitment in some conditions that will be explained in this article.

CSR INITIATIVES

For the purpose of this article that emphasizes CSR initiatives in ethical domain, we adopt definition of CSR by WBCSD (World Business Council for Sustainable Development): “continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of workforces and their families as well as of the local community and society at large” [56 quoted by 146, p.2].

Organizational ethics is a company’s adoption of ethical standards and business practices to promote ethical climate by establishing positive values that influence organization member’s ethical beliefs and actions [45, 58, 59, 130, 131 quoted by 137, p.160].

A natural extension of organizational ethics is a company’s participation in CSR. Ethics programs (i.e., codes of conducts and ethics training) would help to increase not only company’s ethical climate, but also member attention to CSR thus would lead to greater acceptance of CSR programs. CSR programs are believed to have immediate effects on job satisfaction and work attitudes (commitment) than ethics programs. This is could be achieved if company with its CSR initiatives could balance the needs of company and employees apart from societal demands. Company should be able to provide a favorable employment condition to its employees [137, pp.160- 161].

Employees’ perceptions that their organization acts morally and ethically beyond legal responsibilities and has social responsiveness are believed to play a considerable role in employees’ motivation to be engaged in their work and organization [73, p.521].

What we mean by (internal) CSR initiatives in ethical domain are (internal) CSR initiatives that are based on the adherence to a set of ethical/ moral standards or principles. These are any initiatives, activities or practices that are expected by employees although not codified into law. In other words, they are responsibilities which embody those standards, norms or expectations that reflect a concern for what employees regard as fair, just or in keeping with the respect or protection of employees’ moral rights [118, p.508] [23, p.41]. Hence, our intended CSR initiatives in ethical domain are larger than ethical citizenship’ items in the measurement of corporate citizenship [81, p.291].

CSR initiatives can be distinguished as internal or external CSR depending on which stakeholders organization intends to satisfy; internal or external stakeholders [52, p.557]. External CSR is primarily concerns with organization’s external image and reputation while internal CSR is more related with organization’s internal operations [17, p.5].

According to Welford [146, p.25, table 1] internal CSR aspects concern about fair treatment of employees and business ethics (non discrimination, equal opportunities, fair wage, normal working hours, maximum overtime, staff development, in-house education, vocational training, etc.). Some internal CSR practices like training and education, human rights, health and safety, work life balance and diversity in the work place have been proven to be related with employee engagement [2, p.89-90].

On the other hand, external CSR aspects [146, p.25] involve policies and code ethics that companies must comply with (policy on labor standards, commitment to local community protection, policy on fair trade, code of ethics about bribery and corruption, etc.). In addition, external CSR activities comprise philanthropy and community contributions and reflect the way company interacts with the environment and its ethical stance towards customers and external stakeholders [22 quoted by 17, p.9].

Five dimensions from eleven dimensions of Corporate Social Performance (CSP) that are considered the most relevant for job seekers, they can be differentiated into: internal CSR initiatives (employee relations, diversity and treatment of minorities (added from KLD ratings)) and external CSR initiatives (community relations, environmental/ecological stance and products issues) [9,p.297] [132].

INSTITUTIONAL THEORY

Institutional theory states that in order to obtain the legitimacy and supports from the environment, organizations must comply with policies, procedures and programs that are obliged by public opinions, regulations, social and cultural exigencies [92, pp.343, 349,350].

Legitimacy

According to Suchman [126,p.574] legitimacy is “a generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs, and definitions”. The conformation to social norms, values and expectations is a must to be attributed with legitimacy [98 quoted by 102,p.71].

Legitimacy is categorized into three types [18, p.3-5] [35, p.339]: normative (moral), pragmatic and cognitive legitimacy. Normative (or moral) legitimacy is conferred to an organization when its actions reflect socially acceptable norms, standards and values. In other words, stakeholders appreciate the organization's actions that are correct and desirable even though they could not get benefit from it. Public communications and writings usually reflect expected norms, standards and values [36, p.124-125].

Pragmatic legitimacy is attributed to organization if the organization can fulfill the needs and interests of its stakeholders and constituents. In other words, it is a relationship based on mutual exchanges between an organization and its stakeholders. Stakeholders appraise the benefits for them and in return, they give organization necessary support. Legitimacy is one form a support that crucial for organization sustainability [18, p.4].

Cognitive legitimacy is given when an organization's objectives and actions are considered appropriate, proper and desirable. Therefore, organization should make the society aware, less uncertain and could make sense about organization's activities [122, p.151] [107, p.922] [18, p.4].

The sense making, works in two ways [126, pp.582-583]. First, based on comprehensibility and secondly, based on being "taken for granted". The cultural schema renders the society understand that the organization actions are understandable and well-founded with the purposeful and unobjectionable results. Hence, cognitive legitimacy would be attributed based on comprehensibility. On the other hand, if the society cannot imagine other options better than the currently organization's structures, procedures and activities; it will confer legitimacy to organization based on being "taken for granted".

Organizations usually exert three legitimacy strategies to maintain or increase legitimacy: conforming, informing and manipulating [126, pp.587-593] [24, p.516 quoted by 18, p.7].

The adoption of acknowledged structures, practices, procedures or systems practiced by other organizations within the same type that already considered legitimate is conforming strategy. Hence, isomorphic strategies (coercive, mimetic and normative) are reflections of it [18, pp.7-8].

Informing is when organization communicates its actions, goals and results to stakeholders using legitimated vocabularies. When there are performance improvements, organization communicates it to stakeholders. But if the performance expected is unlikely to achieve, organization tries to change stakeholder expectations about the performance (act of manipulating) [75 quoted by 27, p.2].

The boundary between informing and manipulating is obscure. For example, by providing corporate social disclosure, it can be said that company perform an action of informing. But actually, this disclosure is a subtle form of manipulation to manage legitimacy (and also reputation). By supplying the corporate social disclosure and other similar forms of report, organizations create the "image" that they have good commitment and responsibility to their

community and environment with or without evidences of the real conditions [18, p.8-9] [27, p.2-3).

Manipulating is trying to influence stakeholders' perceptions to accept new beliefs and values that incompatible with the existing socio-cultural standards and cognitive framework. The goal is to reframe the already accepted socio-cultural values. It can be done by changing the underlying logic by which the legitimacy is evaluated using persuasive language, rhetoric, myths, ceremonies, symbols and supported by marketing and campaigns tools. Manipulating is working if the convinced stakeholders confer the organization with cognitive legitimacy [126, pp.591-592] [24, p.520 quoted by 18, p.7] [127, pp.35, 36].

The acts of manipulating are common when the new forms of organization, industry, practice or technology that did not match into existing logic of legitimacy "come to light" and need to be legitimized [127, p.35, 36]. Or, when there are social issues that threat organization's legitimacy, organizational actors will try to alter public perceptions about it or try to distract the attention away from the issue [75 quoted by 27, p.2].

The bottom line of legitimacy is that the organizations use stories or scripts to justify that their actions are in harmony with the expectations of the society about what organizations should do. Assuring the society is crucial to maintain external legitimacy because organizations are dependent on the resources from their environment. But assuring internal stakeholders is also important to guard internal legitimacy [92 quoted by 93, p.656] [37, p.734].

There are not many articles that have discussed internal legitimacy. Internal legitimacy is the extent to which internal audiences perceive, confer, or withhold legitimacy perceptions. In other words, it is organization members' perception of the appropriateness or acceptance of a particular function, subunit or program of their organization [80, p.1501]. Other definition of internal legitimacy in different context is also existing; the acceptance and approval of an organizational unit by the other unit within the firm and primarily by the parent company [67, p.72]. But in this article, we are interested in perceptions of legitimacy held by employees as internal stakeholders. Employees are salient and key stakeholders that hold intellectual capital [82, p.12], loyalty and best efforts [150, p.697] which are sources of competitive advantage. Hence, maintaining internal legitimacy is very important for organization's sustainability.

Concerning external legitimacy, public will attribute legitimacy if firms conform to society's standards, norms and values in minimum level of acceptability. If the firms are perceived excellent or favorable in their conformation towards standards and norms, public will attribute reputation to them [126, p.573] [65, p.2]. Once firm have fulfilled the minimum standards of legitimacy, it will be subject to elevated standards and so on until it accomplishes the ideal standards to achieve high reputation [65, p. 16, 20].

Legitimate organizations are more likely to obtain the commitment, attachment and identification from its members (74; 96 quoted by 42, p.301).

SOCIAL IDENTITY THEORY

A social identity refers to the group category that the individual identifies with (company, nationality, occupation, etc.) by involving or not involving emotional attachment and/or values adhesion [7, 134, 135 quoted by 5, p.1105] [128, p.31]. Quoted by Dutton and colleagues [39, p.250], social identity is important because positive social identity creates the feeling of self-gratification [19], increase the social prestige [105] [26] [7] and facilitate social interaction [47]. Social identity and personal identity is the two sub-systems of self-concept. [134,p.18]. A specific type of social identity is organization's identity.

Organizational identification

Organization' identity is about organization's essential characteristics (central, enduring and distinctive) that socially constructed by members' thoughts, feelings and behaviors [1 quoted by 30, p.587] [7, 8 quoted by 140, p.20].

While organizational identification is the degree to which a member defines him/herself by the same attributes that he/she believes define the organization [39, p.239]. By organizational identification, members' individual and social identities are aligned with the organization's identity through cognitive process [7, 8, 39, 68 quoted by 140, p. 21].

An employee has strong organizational identification if : 1) his or her organization member's identity is stronger than other identities, 2) he or she believes that his/her self concept has many characteristics in common with organization's characteristics. In other words, he or she integrates organization's characteristics into his or her self concept [39, pp.239, 241, 242].

Organizational identification captures the matching between the perceived organizational identity (members' perception of what the organization stands for) and the construed external image (members' perception of what public think the organization stands for) [38, p.520] [39, p.239] [72, p.S46]. Construed external image is also called with "perceived external prestige". It means that the level of employees' identification to a company is dependent on the admiration of outsiders to their company [10, p.184] [69, p. 272] [123, p.3]. This high admiration by public can fulfill employees' need for self-esteem [13, pp.48, 54] [79, p.107] [123, p.176].

Organizational identification is associated with groups that are distinctive and prestigious compared with other groups [7, p.34]. Employees who aware about company's CSR initiatives would feel proud to be a member of socially responsible company; their self-esteem is enhanced, hence they would likely to display higher organizational identification and would probably willing to commit personal resources for the benefits of the company [121,p.164] [39, p.240].

A high level of organizational identification is associated with job satisfaction, organizational commitment and favorable work related behaviors such as intra-organizational cooperation, greater efforts exerted on behalf of the organization and higher employee retention [25, 99, 100 quoted by 12, p.129].

ORGANIZATIONAL COMMITMENT

Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization [94, p.226]. Hence, individual would likely to accept of organization's goals and values, strive effortful for the sake of the organization and maintain the membership by staying in the organization [108 quoted by 125, p.46].

Organizational commitment is a multidimensional construct [55, p.78] with four components: continuance commitment, affective commitment, moral commitment [62, p.952] and normative commitment [89, p.72].

Continuance commitment is based on economic rationale [87, p.373] that reflects the trade-off between compensation that a company offers, the need to stay [90,p.11] and the cost of leaving the company [62, p.953].

Affective commitment is an emotional attachment to, identification with and involvement in the organization [87, p.373] [91, p.21] with strong implication and a desire to stay [4, p.2] [90, p.11]. This type of commitment is based on sentiments like membership, affection, warm feeling, loyalty and other positive sentiments to the organization [99 quoted by 62, p.954] [4, p.13]. Affective commitment is the commitment form that receives a considerable attention because it supports company's principles and objectives [94 quoted by 136, p.361].

Moral commitment is based on coherence between individual's goal and values and those of an organization that renders the employees hesitate to quit the organization [99 quoted by 62, p.954].

Normative commitment reflects a perceived obligation to remain in the organization that may result from internalization of normative pressures exerted on individual prior to entry into

organization (i.e., familial or cultural socialization), following entry (i.e., organizational socialization) or because of benefits received [89,p.72] [4,p.1] [92,p.21]

The organizational commitment (specifically affective commitment) is related with outcomes like: 1) lower turnover [108 quoted by 106, pp.299-300], 2) lower intention turnover [30, p.598], 3) lower absenteeism, 4) higher work performance [44, 88 quoted by 106,p. 299-300], 5) higher worker motivation [106,p.313], 6) higher job satisfaction and 7) higher in-role and extra-role performance [84, 90 quoted by 139,p.573].

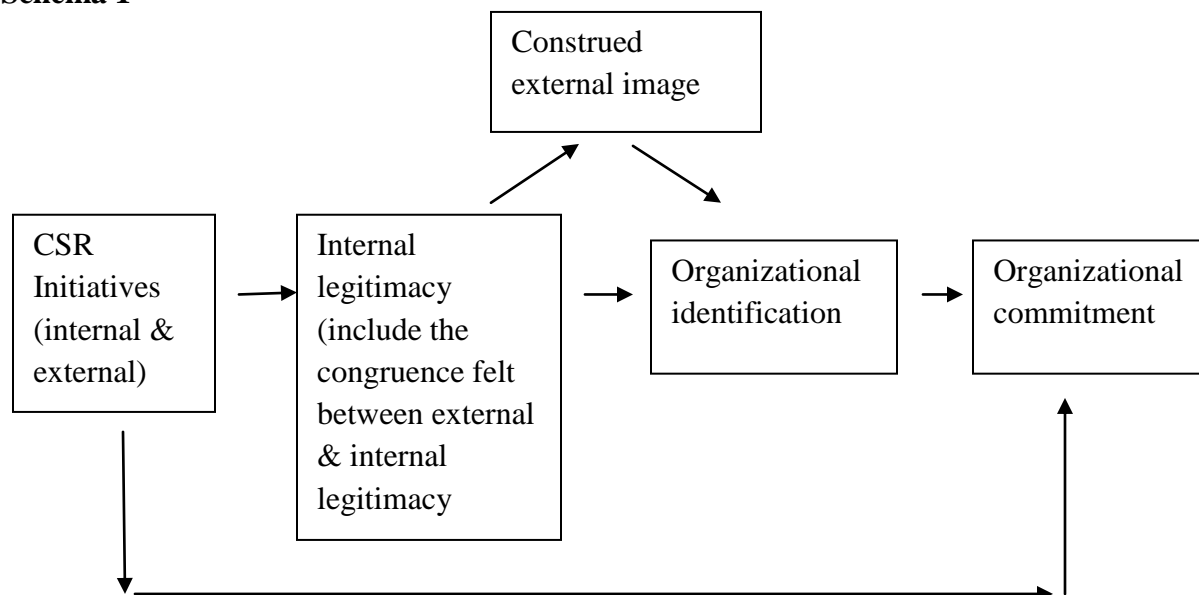
DISCUSSION

In this proposal research, we are interested to study the influence of CSR initiatives to organizational commitment through internal legitimacy and organizational identification. We believe that internal legitimacy plays a significant role in employee identification to organization. This organizational identification leads employees to be attached psychologically, care about and commit to their organization [14, 39, 70 quoted by 52, p.561].

Organizational commitment generally includes a strong emotional and values attachment to an organization [29, p.1153] [60, p.380] [95] that would make employees give their best efforts whereas to be considered “loyal”, employees do not need to be engaged to organization’s values [97, p.95].

We describe our propositions briefly in a conceptual schema below:

Schema 1



CSR initiatives and internal legitimacy

Organizational legitimacy is a continuous and often unconscious adaptation process in which firm reacts to external expectations [126 quoted by 102, p.73]. Legitimacy is a preliminary condition a firm must accomplish before reputation is conferred [153, p.75]. If employees understand and aware about firm's strategies, then they believe that these strategies are acceptable and suitable with their values [153, p.75] [65, p.2], they will finally perceive that their firm (or future firm) is legitimate cognitively.

Companies conduct CSR programs to meet stakeholder expectations, to show that companies assume responsibility for the effects of their operations. CSR programs send signals about company's legitimacy, while obtained legitimacy secures the license to operate [31, p.26]. CSR policies and practices could be adopted simply to calm stakeholder pressures, thus they could be merely "window-dressing" activities that decoupled from everyday company's operations [144, p.539]. The worst "window-dressing" is the existence of decoupling practices where external legitimacy façade is built that brings to the institutionalization of misconducts. This external legitimacy façade will create the incongruence between external and internal legitimacy because the employees realize that their company acts unethically. Finally, the revealed practices of misconduct would lead to the loss of external and internal (cognitive) legitimacy [80, pp.1499, 1510, 1515-1516]. The loss of internal legitimacy means that employees (would) withdraw their support and personal resources.

Proposition 1:

The internal legitimacy concerning the CSR initiatives (includes the congruence felt between external and internal legitimacy) has a positive relation with organizational identification.

Evaluating the internal legitimacy and employees' congruence felt between external and internal legitimacy concerning the CSR initiatives is important because programs related to CSR are likely suspected to be candidates for decoupling [11, 63, 144 quoted by 80, p.1515]. For instance, company's diversity program is has been said to be merely a "window dressing" policy to avoid the threat to external legitimacy [80, p.1515].

CSR is a legitimacy tool [75 quoted by 27, p.2] thus CSR practices can reinforce the legitimization process. If cognitively employees perceived that their firm is legitimate, it will increase their intrinsic motivation to work for that firm. This internal legitimacy will contribute to their identification process [6, p.23] [57, p.361] [37, p.734]. We can say that if the internal legitimacy is eroded, it could lower the organizational identification.

Internal legitimacy and organizational identification

Elsbach [42, pp.300-301] categorizes the organizational legitimacy as a kind of organizational image which is relatively recent and it is a temporary perceptions held by insiders and outsiders concerning organization's fit with particular distinctiveness categories.

From the perspective of social identity theory, to be awarded with legitimacy, an organization needs to satisfy the minimum social identity's accountability standards of a certain category of organization so it can be recognized and be classified in this category. After the organization complies with the minimum criteria, it will struggle to meet the next elevated standards. The fulfillment of high or ideal standards will increase its reputation, its level of desirability and its survival level [152 quoted by 65, p.15-17].

Legitimacy is socially constructed. Employees' attribution of internal legitimacy reflects their beliefs concerning outsiders' perception that the behaviors of the organization are congruent with outsiders' (assumedly) shared beliefs" [126, p.574]. In other words, employees' internal legitimacy is affected by "construed external image". These external stakeholders' beliefs influence the perceived attractiveness of organizational images to employees. A stakeholder group is affected with the beliefs of other stakeholder groups concerning legitimacy of an organization. Stakeholder prefers to be identified with legitimate organization. Thus, employee identification to their organization contains his/her attribution of (internal) legitimacy [39, p.241, 248] [119, p.49-50].

Construed external image and organizational identification

In relation with CSR, employees are interested to find out how outsiders perceive their company's CSR initiatives. Thus, they build construed external image from outside information such as reference groups, word of mouth, publicity, external company-controlled information and also internal communication [123,p.7] [50,p.71] [52, p.561]. On the other side, organization can acquire the reputation from public by communicating (informing) their CSR practices through publicity, brochures or other media [132, pp.666, 668] [34, p.1108] [81, p.973] [21, p.108] [61,p.4]. Hence, the construed external image is the reflection of public reputation [39].

This public impression can strengthen or erode employees' self concept; the next thing, organizational identification [39, p.241] [38, p.547] [148, p.401]. Organizational reputation is not merely an external assessment; it includes perceptions and predictability about organization's capacity and the likelihood that organization will meet stakeholder expectations [143, p.323] [116, p.3]. The mismatch between construed external image and organizational reputation will

lead to organizational identity crisis [41; 147 quoted by 148, p.403], thus degrade organizational identification.

Positive reputation from social actions can reinforce organizational identification. This organizational identification is stronger when employees work in a firm with excellent reputation of social responsibility activities compared with employees that work in a firm with reputation less positive in social actions [39, p.240] [132,p.668]. Working in organization that engages in CSR initiatives can ameliorate employees self concept, self image [132, p. 660, 664] and pride [106, p.299].

Employees will identify themselves with their organization if they feel the congruence between the organization's principles, values, outlook or ways of thinking with theirs. If the employees have social values and vision and they see that those are reflected in organization's CSR practices, they will have strong organizational identification [113, p.271].

Proposition 2:

The relation between internal legitimacy and organizational identification is partially mediated by construed external image.

Construed external image is the way in which employees interpret and evaluate their company's reputation based on the information that they receive about their company. [55, p.77]. It represents how employees think outsiders view their company thus themselves as members [123, p.7]. It is similar with good reputation as symbolic rewards of organizational membership [55, p.78]. Construed external image can enhance employees' identification with the company [70 quoted by 52, p.561]; conversely, the negative construed external image can lower organizational identification. In other words, this negative image can threaten organization perceived identity.

If this negative image merely attacks into employees perception about values and distinctiveness of organization's central identity dimensions but not attacks employees perception widely accepted about what they consider legitimate (for example the appropriateness of organizations' structures, procedures and goals); it will be considered as strong organizational identity threat but only weak internal legitimacy threat [41, p.467].

Organizational identity threats could lead to identity ambiguity that would decrease employee cooperation, altruism, commitment, loyalty and acceptance of change [49 quoted by 80, p.1502].

Proposition 3:

(A bundle of) internal CSR practices (in ethical domain) lead to stronger organizational identification than (a bundle of) external CSR practices.

The internal CSR activities in ethical domain would create the ethical climate that would impact the job satisfaction [66, p.317] [141, p.366] [106, p.303]. The job satisfaction and ethical atmosphere around employees would make them identify naturally with the organization. After, employees could appreciate the company's external CSR initiatives more easily, thus their organizational identification will be stronger. This is because employees are proud to be a part of a company that acts as a good citizen [113, p.271].

The employees that are dissatisfied with their work and working condition could not identify themselves with the company even though the company is implementing external CSR programs. This is because of the sense of injustice that they felt. The feeling of injustice is usually felt by low level employees [113, p.271-276].

Perceptions of injustice are not only concerned with how ethics programs are executed and supervised but it has to do with how organization treats employees [20, 85, 149, 145 quoted by 31, p.29].

Therefore, the level of organizational identification from external CSR would be dependent on job satisfaction, employees level on organizational hierarchy and education about social/ethical values or employees' personal social/ethical values [113, p.271-276].

Proposition 4:

(A bundle of) external CSR initiatives are positively related with organizational identification if at least one condition is fulfilled: 1) organization already conducts (a bundle of) internal CSR initiatives, 2) employees are satisfied with their job and working condition, 2) employees are not low level workers in organizational hierarchy or 3) employees appreciate highly social/ethical values.

Organizational identification and organizational commitment

Organizational identification and organizational commitment are different concept. But there are overlaps in the measurement of the constructs of these two concepts. It means that the overlaps are also in the conceptual level of organizational identification and organizational commitment [40, p.223-225]. Thus, it is necessary to be clear on their differences. Identification reflects self-conception whereas commitment reflects attitudes toward the work and organization that derived from social exchange processes [139, p.572]. Organizational identification implies that members and organization is one entity psychologically, while organizational commitment implies a relationship where member and organization are separate entities psychologically [7, 138 quoted by 139, p.579].

In addition, identification correlates strongly with extra-role behaviors and job involvement whereas affective commitment correlates strongly with job satisfaction, intent to stay in organization and absenteeism [111 quoted by 54, p.632].

We choose to measure affective commitment as a form of organizational commitment because it reflects positive emotional component of identification (while normative and continuance commitment are not associated with identification) that related with higher frequency of positive affect at work [54, p.638-639].

Quoted by Peterson [106, p.298-299], a social identity theory could explain why company's CSR initiatives might influence employees commitment to organization. According to this theory, individual tends to identify himself/herself into various categories like organizational membership, gender or religion [129]. The perceived identity of a group influences members' self concept. By identifying themselves with successful group and comparing it with groups that less successful, they may elevate their self-concept. After, their self esteem may enhance also [124].

Organizational commitment can be explained by social exchange process where the relationship between employees and their employer is based on an exchange between efforts, loyalty and benefits like salary, support and recognition [16, 43, 51, 71 quoted by 139, p.574]. Organizational commitment is correlated with perceived organization support [139, p.574]. The argument is that the practices and treatment of employees will encourage or discourage them to be organizationally committed [40, p.226].

Proposition 5:

Organizational identification (being identified with organization that exerts a bundle of internal CSR practices) has a positive relation with organizational commitment.

It has been argued that employees working for a company with positive reputation of corporate social performance would have stronger organizational identification [132, pp.666-668] and they would likely to devote their personal resources [121, p.164] and best efforts [150, p.697].

We believe that organization identification has a considerable role in organizational commitment. There are two possible explanations. First, this role is played by determinants of organizational identification. One of them is prestige. Prestige is an antecedent of identification and commitment. Organizational prestige is said to be a core determinant of organizational identification. Organization's prestige reflects in member self prestige [39; 79 quoted by 139, p.579]. Organizational prestige makes an organization attractive, hence influence organizational

commitment [90 quoted by 139, p.579]. Other probably determinants that we suspect are social status, pride, etc.

The second possible explanation that could relate these two concepts is the fact that organizational identification could lead members to experience the organization's interest as their self-interest. Organizational identification gives a psychological attachment by aligning the member's attitudes and interests with the attitudes and interests that benefit organization. Thus, this identification could motivate members to exert efforts in behalf of organization [39, p.242, 256] [7, 138 quoted by 139, p.579]. The effects of identification are coherent with the attitudes of commitment [95 quoted by 39, p.242] like loyalty, productivity, organizational citizenship and conformity to the organization's regulations [53, p.361].

The level of organizational identification that indicates the degree to which members see the organization as part of themselves is a part of the commitment process [108, 95 quoted by 38, p.242].

Organizational identification and organizational commitment, both are negatively correlated with turnover intention (low turnover intention is one condition of loyalty), but in different group of employees. Commitment is negatively correlated with turnover intention in officers and middle management group while identification is negatively correlated with turnover intention in workers group [30, p.598]. Hence, we can assume that the influence of CSR initiatives on organizational identification and commitment will be dependent on job position or employees hierarchy level in the organization. In addition, employees that appreciate ethical/ social values would consider that CSR practices exerted by their company are important, thus would lead to higher organizational commitment [133, p. 192, 196].

Proposition 6:

Organizational identification (being identified with organization that exerts a bundle of external CSR practices) has a positive relation with organizational commitment if at least one condition is fulfilled: 1) organization already conducts (a bundle of) internal CSR initiatives, 2) employees are satisfied with their job and working condition, 2) employees are not low level workers in organizational hierarchy or 3) employees appreciate highly social/ethical values

This proposition could be explained by Maslow's hierarchy of needs (1943), the motivation-hygiene theory of Herzberg (2003) or Carroll's pyramid of CSR.

From the perspective of Maslow, the employees whose are not fully satisfied in their basic psychological and safety needs, they would not very interested in (external) CSR programs that satisfy higher order needs like self-esteem or self-actualization. Likewise, from the perspective of Herzberg, if company has not yet fulfill minimum requirements for acceptable working

condition, workers would feel dissatisfied, hence they would not feel motivated with (external) CSR policies [113,p.278].

While from the perspective of Carroll's pyramid of CSR, external CSR initiatives are situated at the top of pyramid (philanthropic responsibilities). Stakeholders expect that company fulfill its responsibilities from the economic, legal, ethical and philanthropic responsibilities [23, p.42]. Thus, we assume that employees would not so encouraged to support or be motivated by philanthropic programs if the company cannot satisfy their basic economy needs, conduct legal procedures and provide ethical climate that employees perceive as requirements of good working conditions [133, p.200].

Proposition 7:

The employees' perception of internal CSR initiatives (in ethical domain) and organizational commitment is positively related.

This proposition is to verify the direct relation between CSR initiatives and organizational commitment because in the propositions 1-6, we assume that this relation is mediated by legitimacy, construed external image and organizational identification. In proposition 1-6 we evaluate a bundle of CSR initiatives (internal or external). For the proposition 7, we focus on employee perception of some internal CSR initiatives (in ethical domain) to complete or support previous researches from Peterson, (2004), Brammer and colleagues (2005) and Albdour and Altarawneh (2012). We would like to know which internal (ethical) CSR aspects, policies or practices that affect more employees' commitment to the organization. For example, it is interesting to find out the relation between employees perception of the company's policy about treatment of minorities and their commitment to the company. The result would be useful to design a bundle of internal CSR initiatives that lead to higher organizational commitment.

There are evidences that ethical standards in organization influence employees work attitudes in work place. The perceived ethical climate in organization has strong impacts on job satisfaction [66, p.317] [141, p.366]. The relation between ethical climate and work attitudes is likely exists. Employees who perceive that their company acts ethically, they believe that their company (will) treat them in a fair and ethical manner. Therefore, their work attitudes are more positive than employees who perceive that their company acts unethically, thus they do not necessary expect to be treated in ethical manner by their employer [106, p.303]. Below, we propose some internal CSR initiatives that we believe will affect greatly organizational commitment.

Internal CSR initiatives in ethical domain

Corporate social performance (CSP) in ethical domain has big impact on organizational commitment than other domains because employees assume that if the company acts ethically, it

will treat them ethically [106, pp.313-314]. The dimensions of CSP that are considered as signals of good working condition are the treatment of woman and minorities, diversity and also employee relations; these dimensions are appreciated higher than other CSP dimensions like environmental concern [132, pp.666-668] [9, p.305].

In addition, ethical climate is influenced by procedural justice in organization. Procedural justice is described as the fairness of the procedures used to determine the outcomes that employees receive [48 quoted by 64, p.59]. High perception of procedural justice is associated with high organizational engagement because the fair treatment in the workplace would make employees feel appreciated, respected, recognized [115 quoted by 2, p.99] and satisfied [151, pp.8-9].

On the other side, employees nowadays (from generation X and Y), they put the importance of the balance between their professional and private life; thus we believe that “work life balance” policies like normal working hours and maximum overtime will influence their organizational commitment [15, p.206] [146, p.24] [2, pp.89-80]. These employees who tend to be mobile, they demand also challenging jobs and development in their competences and career, thus the internal CSR policies like staff development programs, in-house education or training provision would play a big role to retain them in the company [146, p.24] [103, p.15] [83, p.1-3] [17, p.21-25].

But it has to be noted that organizational commitment of employees would be highly influenced by organization’s social responsibility practices if those employees value highly social and ethical values [106, p.314]. The employees (and/or candidates) that demand positive reputation in social performance from their (future) employer, they are usually talented employees with good education [142, p.80] [103, p.213].

Gender differences in preferences for CSR initiatives

We will consider also the effect of gender differences towards different CSR initiatives. There are some differences concerning gender preference for CSR practices [quoted by 106, pp.304, 314]. Female employees appreciate strict adherences to regulations and policies to prevent gender discrimination in workplace [109] and they tend to adhere to higher ethical standard than male employees. Adherence in regulation is presented by legal measure of corporate citizenship [112, p.71].

Female employees also view more favorably the philanthropy actions, community contributions, procedural justice [17, pp.21-22] [9, p.310], flexible work schedules [117, p.385-386] and workforce diversity [9, p.305] while male employees prefer training provision [17, p.21-25]. These perceptions of organizational citizenship [106, pp.304, 314], external CSR (philanthropy and community contributions), procedural justice (the fair treatment of employees’ different

gender and race) and training provision (company's investment in training for employees) are related positively to organizational commitment.

Different cultures implications on organizational commitment

Employee turnover is the outcome of organizational commitment; it negatively correlated with organizational commitment. Apparently, turnover rate in some Asian countries (Singapore, Malaysia, Taiwan and South Korea) is quite high [64, pp.54, 69]. In Singapore, this high rate turnover is suspected to be caused by "commitment-based philosophy" where company's management emphasizes on compliance/obedience over commitment, written rules over informal norms and authority over participation [64, p.69].

While in Korea and Japan where lifetime employment contract is well known and likely still exist; high level of employees' commitment from these two countries are highly expected. But the research result by Luthans and colleagues (77, pp.217-218) have shown that the organizational commitment of high level employees in Korea and Japan is lower than high level employees in United States.

In Southeast Asian countries (Indonesia, Malaysia and Thailand in this study), due to their history of economic uncertainty (Southeast Asia's financial crisis in the late 1990s), the employees are reticent to quit the jobs if the reason is simply because of dissatisfaction with their jobs. Moreover, companies in Southeast Asia tend to have more permanent employment relationship where loyalty is still perceived important in the company and employee relationship. But of course, employees that are satisfied with their job and working condition are more likely to have higher commitment and lower intention to quit compared with employees that are not satisfied [78, p.128].

From above explanations, it would be interesting to conduct this study in different countries of Asia, Europe or in U.S because of the effects of different cultures on organizational commitment. In addition, according to Welford [146, p.27], the implementation of internal aspect of CSR in Asian companies is far left behind from their European's counterparts. Thus, it would be fascinating also to compare the influence of internal (and external) CSR initiatives on organizational identification and commitment from these two continents.

CONCLUSION

This study emphasizes on internal CSR initiatives in ethical domain to show that perceived ethical climate and company's policies and practices that give attention to employees' wealth will result in organizational commitment (through mediation of internal legitimacy, construed

external image and organizational identification). We assume that organizational commitment would be higher if company emphasizes on internal CSR initiatives than external CSR initiatives.

But we also argue that organizational commitment from external CSR initiatives will be high in some conditions: 1) organization has applied appreciable internal CSR practices, 2) employees are already satisfied with their job and working condition, 3) employees surveyed are high level workers in company's hierarchy, or 4) employees already have high personal social values.

Therefore, we suggest that there should be a balance between internal and external CSR practices; between employees' needs and societal demands, so company would be able to gain and maintain the commitment and support from both internal and external stakeholders for the sake of the organization sustainability.

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