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ORGANISATIONAL PSYCHOLOGY MASTERS, UNIVERSITY OF THE WITWATERSRAND



Corporate Social Responsibility, Sense of Belonging, and Organisational Citizenship Behaviour

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453 728

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A research report submitted in partial fulfillment of the requirements for the degree of Masters in Psychology by Coursework and Research Report in the field of Organisational Psychology in the Faculty of Humanities, University of the Witwatersrand, Johannesburg on 16 March 2015

Plagiarism Declaration

I, Kate Alison Ramsden, declare that this research project is my own, unaided work. It has not been submitted before for any other degree or for examination at this or any other university.

Signed: _____

Date: _____

Abstract

Organisations within the contemporary workplace are no longer merely focused on the conventional 'bottom line', but are instead becoming increasingly invested in satisfying the 'triple-bottom line', which emphasises not only economic sustainability, but also ecological and social sustainability (Dyllick & Hockerts, 2002). Corporate social responsibility (CSR) speaks directly to this holistic approach to sustaining economic imperatives whilst still contributing meaningfully to employees, the environment, and the wider community. In line with the notion of an increased focus on ethical behaviours such as CSR within the 21st century organisation, scholars have also become interested in organisational citizenship behaviour (OCB). OCB is a form of non-obligated helping that involves engaging in behaviours beyond mere job description, and has been shown to increase the overall effectiveness of the business (Babcock-Roberson & Strickland, 2010; Organ, 1988). Rupp, Ganapathi, Aguilera, and Williams (2006) suggest that employees make distinct judgements about their organisation's internal and external CSR activities and that these perceptions can have an impact on behaviours such as OCB. In light of the benefits associated with both CSR and OCB at a macro (company-wide) and a micro (individual) level, it is surprising that there appears to be a lack of empirical research investigating the specific link between CSR and OCB.

As such, this study sought to explore the relationships between three different types of CSR (conceptualised here as philanthropic, environmental, and internal) and two distinct types of OCB (namely, OCB targeted at the individual and OCB targeted at the organisation). Rupp et al. (2006) also argue that the extent to which employees' relational needs are met are likely to influence their perceptions of their company's CSR engagement (or lack thereof), subsequently impacting on beneficial behaviours such as OCB. Consequently, this study explored whether sense of belonging (as represented by perceived insider status and sense of community) within the organisation mediated the proposed relationship between CSR and OCB.

The study employed a quantitative, non-experimental, cross-sectional, correlational design in order to determine the aforementioned relationships. The sample consisted of 206 South African employees from a variety of organisations and positions and

these consenting participants were asked to complete the following self-report questionnaires: Pitt and Siemers' (2012) CSR scales, Lee and Allen's (2002) OCB scales, Stamper and Masterson's (2002) Perceived Insider Status scale, and the Sense of Community Index 2 (SCI-2) developed by Chavis, Lee, and Acosta (2008).

From the analysis of the subsequent data obtained, significant, positive correlations were found between all three types of CSR and OCB targeted at the organisation but not targeted at the individual. Significant, positive relationships were also established between CSR and particular aspects of sense of belonging, namely perceived insider status, overall sense of community, and both the benefits and membership dimensions of sense of community. The relationships between philanthropic and internal CSR and organisationally-targeted OCB were found to be significantly mediated by all the sense of belonging variables, with the exception of community recognition. Interestingly, the relationship between environmental CSR and organisationally-targeted OCB was only found to be mediated by perceived insider status and community membership. These results indicate that employee perceptions of their company's CSR activities predicts their sense of belonging within the company, subsequently increasing the likelihood that they will engage in OCB that benefits the organisation. The results obtained have the potential to contribute to the development of theory regarding which factors may be most powerful in encouraging both CSR and OCB engagement, and may serve as a catalyst for future investigations of how businesses can make CSR engagement more visible to their employees in order to maximise important behaviours such as OCB.

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Chapter 1: Introduction and Literature Review

1.1. Introduction

"Sustainability has become a mantra for the 21st century" (Dyllick & Hockerts, 2002, p.130), which has resulted in organisations increasingly embracing the notion of the 'triple-bottom line'. This approach specifically necessitates an aim to realise economic, ecological, and social sustainability (Dyllick & Hockerts, 2002). One method firms can utilize to achieve this holistic approach is to engage in corporate social responsibility (CSR), an endeavour that seeks not only to facilitate more environmentally-friendly business operations, and to assist communities in need, but also to consider social asymmetries amongst employees, and how these can be dealt with equitably, fairly, and in adherence with legislative prescriptions (Collier & Esteban, 2007; Doh & Guay, 2006; Esser, 2011; Kloppers, 2013; Orlitzky, Siegel, & Waldman, 2011; Pitt, 2012).

Rupp et al. (2006) suggest that, because employees are concerned with issues of fairness, they make distinct judgments about 'socially (ir)responsible' activities carried out by their organisations, which subsequently influence their attitudes and behaviours. More specifically, employees form perceptions about their organisation's internal and external CSR activities and these perceptions can be argued to have an impact on individually-relevant outcomes such as organisational citizenship behaviour (OCB) (Rupp et al., 2006).

OCB, which involves engaging in work behaviours beyond what is merely expected, has also become increasingly prominent in today's workplace because of an increased focus on transparency and ethics-bound ideals such as honesty and responsibility (Appelbaum & Roy-Girard, 2007). Unlike CSR, which is often policy-driven, OCB consists of voluntary, prosocial behaviour that employees can choose to engage in at their own discretion (Finkelstein, 2006). It is therefore both important and interesting to question what might motivate or influence employees to enact OCB.

According to Rupp et al.'s (2006) proposition, employees' perceptions of their organisation's CSR activity might be one factor that influences their subsequent OCB. Whilst substantial research has been conducted on a variety of antecedents of OCB, it

does not appear as if CSR has been widely examined as an antecedent of OCB (De Léon & Finkelstein, 2011; Podsakoff, Ahearne, & MacKenzie, 1997). In light of this gap, and in light of both OCB and CSR's link to increased profitability and the overall success of the organisation, it seems both necessary and useful to examine whether there is a link between these two constructs within the South African workplace. This exploration may allow for a greater understanding of the nature of the proposed relationship, which may in turn assist organisations to tailor their CSR activities in a manner that consequently encourages OCB.

Additionally, Rupp et al. (2006) suggest that factors such as belongingness needs might mediate the proposed relationship between CSR and OCB. This is based on the argument that employees' perceptions of their organisation's social responsibility and sense of care both internal and external to the organisation are likely to foster a greater sense of identification with the organisation in that it appears to satisfy its moral obligations. If employees are better able to identify with their organisation, they are more likely to feel a part of the organisation's community, and will thus perceive themselves to be an insider in that community. As organisational characteristics such as perceived organisational support have been linked to subsequent engagement in OCB in previous research (De Léon & Finkelstein, 2011), it can be argued that sense of belonging may also influence OCB enactment.

Therefore the present study chose to examine not only the nature of the relationships between various CSR activities and OCB behaviour in a sample of South African employees, but also the extent to which sense of belonging, as represented by perceived insider status (PIS) and a sense of (organizational) community (SOC), acted as a mediator of these proposed relationships. Exploring this mediation is practically relevant in that it may further assist organisations to understand whether OCB can be promoted by fulfilling belongingness needs and thus in the possible creation of specific interventions that target both CSR and OCB promotion. Given the apparent limited research exploring the causal links between the concepts mentioned above, particularly within the South African context, it seems important to conduct this research.

The discussion below is organized in the following manner: firstly, various models and definitions of CSR are explored, and a final conceptualization is settled upon for the purposes of the current study. Secondly, organisational citizenship behaviour is defined and its increasing importance within the workplace is outlined. Lastly, an argument for the possible links between CSR and OCB is presented; followed by an argument for the possibility that these links might be mediated by a sense of belonging.

1.2. Corporate social responsibility (CSR)

Whilst economic performance remains the primary focus for most organisations, it is important to acknowledge that "the position and function of the business enterprise in contemporary society is changing" (Schoemaker, Nijhof, & Jonker, 2006, p.449). Organisations must now function in an increasingly complex social context and are therefore challenged to behave in more 'socially responsible' ways (Schoemaker et al., 2006). Corporate social responsibility (CSR) represents a way in which organisations express and develop their social consciousness; a capacity that is a necessary product of the aforementioned need to consider the social aspect of business activities and which has therefore become indispensible to the contemporary organisation (Rupp et al., 2006; Schoemaker et al., 2006).

Given the variety of activities that can be seen as expressing social consciousness, it is unsurprising that CSR can be both conceptualized and manifested in many different ways (Conley & Williams, 2005). As such, despite a vast and growing body of CSR literature (c.f. Aupperle, Carroll, & Hatfield, 1985; Carroll, 1999; Conley & Williams, 2005; Matten & Moon, 2008; Okoye, 2009; Paul & Siegel, 2006; Pava, 2008; Rupp et al., 2006; Schwartz & Carroll, 2003; Tziner, 2013), CSR is not an easy concept to define or delineate (Matten & Moon, 2008). Matten and Moon (2008) suggest that reasons for this difficulty in defining the concept include: the diverse application of what is considered to constitute CSR, the discretionary nature of how CSR is manifested and directed within particular organisations, and CSR's dynamic application in relation to practice across sectors in terms of regulation and enactment (Okoye, 2009). In addition, CSR is "an umbrella term overlapping with some […] conceptions of business-society relations" (Matten & Moon, 2008, p.405).

1.2.1. Original conceptualizations of CSR

Before Carroll's (1991) model became paramount, the notion of CSR belonged primarily to an orthodox paradigm (Quazi & O'Brien, 2000). Classical models of CSR produced under this paradigm were based on the belief that the only responsibility of business was to supply goods and services to society at a profit (Quazi & O'Brien, 2000). This implied that the corporation is merely an instrument for wealth creation and that social activity is acceptable, but only if it is consistent with that wealth creation (Garriga & Melé, 2004). This classical view produced what Garriga and Melé (2004) refer to as instrumental theories. However some views were more extreme and even shed light on what might be deemed as the 'dark side' of CSR. For example, given that a link between corporate social performance and financial performance was found, Freeman's (1970, as cited in McWilliams & Siegel, 2001) agency theory posited that managers use CSR as a means to further their own social, political, or career dimensions.

In contrast with this self-interested take on CSR, Jones (1995) presented a model that reflected more of the contemporary position, which holds the view that business exists within "a social matrix contributing to the welfare of society as a whole" (p. 34) and that it therefore has "responsibility reaching beyond the narrow perspective of profit maximization in the short term" (p. 34). Jones' (1995) expansion of the stakeholder theory seemed to encapsulate the above ideal by integrating economic theory and ethics. He highlighted the potential economic benefit of ethical business practice by suggesting that a sincere commitment to ethical behaviour encourages long-lasting and productive relationships with stakeholders, thus allowing for a competitive advantage (Jones, 1995).

Schwartz and Carroll's (2003) three-domain approach to CSR built on Jones' (1995) work, and also attempted to account for the 'overlapping' nature of the CSR domains. Garriga and Melé (2004) highlight that Archie B. Carroll is one of the most prestigious scholars in the discipline of CSR and it is thus essential to explore some of his work.

1.2.2. Schwartz and Carrol's (2003) three-domain model of CSR

Carroll's (1991) original pyramid of CSR encompasses four domains of CSR; economic, legal, ethical, and philanthropic; and has been utilized by a number of empirical researchers (c.f. Aupperle et al., 1985; Burton & Hegarty, 1999; Spencer & Butler, 1987; Swanson, 1995; Wood, 1991). According to Carroll's (1991) model, the organisation is *required* to meet the economic and legal domains, it is *expected* to meet the ethical domain, and it is *desired* that it participate in the philanthropic domain. As such, Carroll (1991) positioned the philanthropic category as discretionary.

Schwartz and Carroll (2003) subsequently criticized the philanthropic domain as a separate component of the model in that they suggest it "would be better subsumed under ethical and/or economic responsibilities" (p.506) primarily because it is sometimes "difficult to distinguish between 'philanthropic' and 'ethical' activities on both a theoretical and practical level" (p. 506). In addition, they suggested that philanthropic activities might simply be based on economic interests, thus nullifying their validity as a separate component (Schwartz & Carroll, 2003). They also critiqued the use of a pyramid framework in that it might be incorrectly viewed as representing a hierarchy of CSR domains and, as such, could not fully capture the way in which the CSR domains overlap (Schwartz & Carroll, 2003). Sachs and Maurer (2009) echo this criticism in their shift from CSR towards a more dynamic view of corporate stakeholder responsibility.

To address these concerns, Schwartz and Carroll (2003) proposed a three-domain model of CSR comprised of three areas of responsibility: economic, legal, and ethical. These components are defined in a manner that is largely consistent with Carroll's (1991) model, with the exception of the philanthropic category, which is subsumed under the economic and ethical categories (Schwartz & Carroll, 2003). The economic domain "captures those activities which are intended to have either a direct or indirect positive economic impact on the corporation in question" (Schwartz & Carroll, 2003, p.508). As the majority of corporate activities are seen to be economic in nature, Schwartz and Carroll (2003) specify types of corporate activities which would fall outside of the economic domain; these include actions that are: (1) not intended to

maximize profit when a more profitable alternative exists; or (2) engaged in without any real consideration of the possible economic consequences to the organization.

The legal domain refers to the "firm's responsiveness to legal expectations mandated and expected by society in the form of federal, state, and local jurisdictions, or through legal principles as developed in case law" (Schwartz & Carroll, 2003, p.509) and consists of three categories: (1) compliance, (2) avoidance of civil litigation, and (3) anticipation of the law. The ethical domain encompasses the "ethical responsibilities of business as expected by the general population and relevant stakeholders" and is responsive to "both domestic and global ethical imperatives" (Schwartz & Carroll, 2003, p.511).

1.2.3. Defining CSR

In light of the confusion surrounding how CSR should be defined, Dahlsrud (2006) analysed thirty-seven existing definitions of CSR, and subsequently discovered that these available definitions consistently referred to five dimensions, namely, the environmental, the social, the economic, the stakeholder, and the voluntariness dimensions (Dahlsrud, 2006). These are not dissimilar to the dimensions proposed by Carroll (1991) and Schwartz and Carroll (2003), as can be seen in a few specific examples of available CSR definitions provided below.

McWilliams and Siegel (2001) define CSR as actions that appear to further some social good, beyond the interests of the firm and that which is required by law; for example, adopting progressive human resource management programmes or supporting local businesses. The ISO describes CSR as a "balanced approach for organisations to address economic, social, and environmental issues in a way that aims to benefit people, communities, and society" (Leonard & McAdam, 2003, p. 27). Frederick (1994) suggests that CSR represents organisations' obligation to work for social betterment. He also speaks to an important concept encompassed by CSR, referred to as corporate responsiveness (CSR_2), which represents the capacity of an organisation to respond to social pressures (Frederick, 1994). Similarly, the World Business Council for Sustainable Development (1999) proposes that CSR is 'the continuing commitment by business to behave ethically and contribute to economic

development while improving the quality of life of the workforce and their families as well as of the local community and society at large' (as cited in Moir, 2001, p. 6).

Despite there being innumerable conceptualizations of CSR, it is evident from the definitions mentioned above that CSR refers predominantly to the notion of social accountability; in that organisations must become socially responsible in order to cater, as far as possible, not only to the best interests of their business and their employees, but to wider contexts such as local communities and society at large. CSR therefore involves "corporate choices and behaviours that go beyond firm-specific economic benefit or focus […] for the promotion of positive social impacts" (Arnaud & Wasieleski, 2014, p.314). In light of this, and in line with Pitt's (2012) conceptualisation, this study defines CSR as an organisation's social responsibility towards the environment, neighbouring communities, and employees. It is evident from this definition that the environment and neighbouring communities represent entities external to a given organization; whereas employees can be seen as internal to an organisation.

1.2.4. External and internal CSR

External CSR refers to CSR activities by which an organisation demonstrates "the inclusion of social and environmental concerns in business operations and in interactions with stakeholders" (Van Marrewijk, 2003, p.102), sometimes referred to as corporate sustainability. This requires a sensitive awareness of changing social values in order to actively improve the social environment (Carroll, 1979). External CSR can also be defined as the degree to which organisations assist individuals and communities in need (philanthropic) as well as the environment (environmental) (Crane, 2008; Moir, 2001; Pitt, 2012). This study will adopt a similar conceptualization, but will stipulate that the 'individuals' and 'communities' mentioned above refer solely to individuals and communities outside of the organisation, since behaving in socially responsible ways towards individual employees within the organisation relates specifically to internal CSR. The external CSR activities chosen and enacted by the company will depend on both the context and social demands at that time and incorporate philanthropic/ charitable activity within the community as well as practices aimed at environmental conservation (Matten & Moon, 2008; Moir, 2001; Pitt, 2012; Utting, 2007).

As such, the current study conceptualizes CSR as consisting of three components. These three components are philanthropic, environmental, and internal CSR. Both the philanthropic and environmental dimensions form part of external CSR.

Philanthropic CSR occurs when "organisations provide welfare to society and engage in charitable activities where such initiatives are often considered to be the duty and responsibility of business" (Pitt, 2012, p. 11). However, some of the philanthropic CSR activities carried out by organisations are discretionary in that there are no formal business regulations mandating them to do so (Carroll, 1979; Pitt, 2012). In the current study, philanthropic CSR can be understood as those charitable activities that assist communities in need, and may be either discretionary or mandatory in nature.

It is necessary that contemporary organisations implement environmental strategies, policies, and practices, and that they attempt, as far as possible, to produce environmentally friendly products/services or to engage in environmentally friendly business processes (Pitt, 2012). Environmental CSR therefore includes activities that represent an attempt to minimize, through environmental sustainability, the damage inflicted on the environment (Pitt, 2012). Such activities can include the promotion of energy conservation, attempts to decrease waste products generated, and encouraging the recycling and re-use of materials (Haugh & Talwar, 2010; Pitt, 2012). A fundamental principle underpinning this dimension is simply that actions carried out by organisations do not further endanger the future environment (Haugh & Talwar, 2010).

Internal CSR remains distinct from the broader category of external CSR and, for this study, is not divided into sub-components. Instead, it is understood as a unified construct. For the purpose of this study, internal CSR refers to the ways in which organisations ensure that social justice and equality are upheld and encompasses socially responsible action through hiring, promoting, and retaining a diverse workforce (Pitt, 2012; Wolmarans & Sartorius, 2009). This includes considerations of equity based on gender, race, disability, and sexual orientation; and is particularly

pertinent in South Africa where transformation policy guides corporate activity in many respects (Da Piedade & Thomas, 2006a; Pitt, 2012).

1.2.5. Benefits of CSR

Whether external or internal, most large multinational companies are extensively pressured by various stakeholders, consumers, employees, and governmental institutions to engage in CSR, thus strongly encouraging organisations to become 'social actors' (Schoemaker et al., 2006). Despite the emphasis on the social aspect of CSR outlined above, it cannot be ignored that CSR is largely legislation-driven, and as such, CSR is often built into organisational policy and many corporations engage in CSR activities in order to comply with this (Esser, 2011). Whilst this responsibility to adhere to environmental and social regulation may be viewed as occasionally hindering business operations, the opposite effect is increasingly occurring, as organisations are beginning to see that engaging in CSR can be enormously advantageous (Paul & Siegel, 2006; Tziner, 2013).

Although the primary goal of CSR is to engender tangible social change both internal and external to the organisation, many organisations have found themselves able to engage in 'profit-maximising' CSR, which includes consequential benefits such as reputation enhancement and the ability to recruit and retain high quality employees, thus positively contributing to profitability (Paul & Siegel, 2006; Tziner, 2013). In addition, Tziner (2013) highlights that CSR is beneficial to organisations in that it has been shown to enhance employee attitudes, behaviours, and productivity in the workplace, also subsequently contributing to profitability. Previous research has also linked CSR to positive employee outcomes such as organisational commitment (Ali, Rehman, Ali, Yousaf, & Zia, 2010; Peterson, 2004; Turker, 2009), organisational performance (Ali et al., 2010; Balabanis, Phillips, & Lyall, 1998; Cochran & Wood, 1984; Stanwick & Stanwick, 1998), job satisfaction (Tziner, Oren, Bar, & Kadosh, 2011), and perceived organisational justice (Tziner et al., 2011). Exploring ways in which to maximize the beneficial effects of CSR for organizations, particularly in relation to employees, has thus become a topic of increasing relevance.

1.2.6. Employee perceptions of CSR

One factor that has become of central importance in understanding CSR and its potentially positive impact on employees is that of employees' perceptions. Rupp et al. (2006) suggest that employees make distinct judgments about their organisation's CSR efforts, and that these perceptions will subsequently influence their attitudes and behaviours. Specifically, they propose that "employee perceptions of CSR will exert positive effects on individually-relevant outcomes such as organisational attractiveness, job satisfaction, organisational commitment, citizenship behaviour, and job performance" (Rupp et al., 2006, p. 540). In light of this, and given that both CSR and organisational citizenship behaviour (OCB) encompass some aspect of philanthropy, where one is largely obligatory and the other discretionary, it seems fitting to investigate whether these two concepts are linked.

1.3. Organisational citizenship behaviour (OCB)

Much like CSR, organisational citizenship behaviour (OCB) has become increasingly popular in the contemporary workplace because it promotes productivity and the effective functioning of the organisation (Babcock-Roberson & Strickland, 2010). OCB is defined in the present study as voluntary helping behaviour by an individual employee that is not necessarily critical to the job or task in question, but that serves to facilitate organisational functioning (Lee & Allen, 2002; Niehoff & Moorman, 1993; Organ, 1988); unlike CSR, which is often obligatory for most organizations and enacted at an organizational level (Baumgartner & Ebner, 2010; Ihugba, 2012; Lantos, 2001). It therefore differs from CSR in the sense that it is primarily enacted at a micro-level rather than a system-wide (macro) level, and it represents discretionary helping behaviour as it is not mandated by organisational policy, whereas CSR often is (Fox, Ward, & Howard, 2002).

OCB can also be conceptualised in terms of the intended beneficiary of the citizenship behaviour; De Léon and Finkelstein (2011) propose that there are two types of OCB that differ primarily with regards to the intended target of the behaviour, namely OCBI and OCBO. OCB aimed at individuals (OCBI) refers to prosocial or helping behaviours that are directed at specific people and/or groups within the organization and that can be either work-related or non-work-related (De Léon & Finkelstein, 2011). For example, OCBI includes behaviours such as assisting a fellow employee

who has been absent, helping others with their duties, or sharing personal property with colleagues. In contrast, OCB aimed at the organization (OCBO) refers to behaviours that target the organisation, for example, expressions of loyalty toward the organization, offering ideas to improve its functioning, or attending organisational events that are not mandatory but that help the company image (De Léon & Finkelstein, 2011; Lee & Allen, 2002).

The increasing importance of OCB is largely attributable to the changing nature of the workplace, which is beginning to demand more transparency from organisations and its various stakeholders (Appelbaum & Roy-Girard, 2007; Hodson, 2004). In much the same way as CSR activities must respond to a highly volatile and ever-changing social landscape, it can be argued that OCB should also be encouraged in an increasingly ethics-conscious workplace (Appelbaum & Roy-Girard, 2007; Cohen, 1993; Nicolaides, 2009). Ethical conduct is becoming increasingly imperative in the workplace, therefore emphasizing the promotion of "an open culture of integrity, ownership, and accountability" (Appelbaum & Roy-Girard, 2007, p.17).

In order to achieve this aforementioned climate, which is crucial for nurturing increased efficacy, productivity, and innovation in today's competitive market, it can be argued that it is necessary for employees to engage in behaviours beyond what is merely expected (Borman, 2004; Mujtaba & Afza, 2011). Thus many organisations have turned their attention to "ongoing, non-obligated helping" (Finkelstein, 2006, p.603), which manifests itself as OCB. It is important to note that not all employees will demonstrate a propensity to engage in OCB, thus it is valuable to investigate which factors might influence or encourage people to choose to engage in OCB.

1.3.1. CSR as an antecedent of OCB

Previous research has focused quite substantially on identifying potential antecedents of OCB (Bolino, Turnley, & Bloodgood, 2002; Jahangir, Akbar, & Haq, 2004; Podsakoff et al., 1997). According to De Léon and Finkelstein (2011), these antecedents can be grouped into four categories: task characteristics, which include factors such as feedback and routinisation; organisational characteristics, which include factors such as formalization; leadership behaviours; and individual characteristics (De Léon & Finkelstein, 2011). The final category, individual

characteristics, would include individual perceptions of the organization and its operations, although this does not appear to have been widely investigated as a potential antecedent of OCB.

According to McWilliams, Siegel, and Wright (2005), there is a growing interest amongst managers in both the antecedents and consequences of CSR. This supports the importance of the argument below, which demonstrates how CSR can logically be viewed as an antecedent of OCB or, similarly, how OCB can be viewed as a consequence of CSR.

In line with Rupp et al.'s (2006) proposition that employees make judgments about CSR behaviour, and given that CSR is also an ethics-bound phenomenon, it seems logical to suggest that the CSR activities carried out in a given organisation will be judged by employees, and that their subsequent perceptions of that CSR will impact upon their individual engagement in OCB. This idea is based on the assumption that if employees perceive that their organisation takes an interest in or cares about the wider community as well the community internal to the organisation, these employees are more likely to identify with this sense of social responsibility, and this should positively impact on their propensity to engage in OCB (Rupp et al., 2006; Van Prooijen, Bos, & Wilke, 2004).

Consequently, the present study aimed to investigate the nature of the relationships between CSR and OCB, as well as the extent to which OCB was predicted by CSR activity within the sample. This investigation seemed pertinent given that "very little empirical research has directly examined CSR from an internal or employee perspective, either in terms of how employees perceive the [CSR] of their employer or how CSR perceptions impact their day-to-day attitudes and behaviours" (Hansen, Dunford, Boss, Boss, & Angermeier, 2011, p. 30). Of the limited empirical research available on the specific link between CSR and OCB, Hansen et al. (2011) conducted a study in which they examined the impact that employee CSR perceptions have on their turnover intentions and their OCB. The results of the study uncovered that employees who perceived their employer to be more socially responsible were less likely to consider leaving the company and more likely to engage in OCB (Hansen et

al., 2011). The current study therefore aimed to investigate whether this relationship exists within the South African workplace.

Hypothesis 1: Higher perceptions of philanthropic, environmental, and internal CSR will be positively related to engagement in OCBI/OCBO.

1.4. Sense of belonging

Hansen et al. (2011) also discovered that the relationship between CSR and OCB was partially mediated by employee trust in their organisation. The present study builds on this by exploring whether sense of belonging (which incorporates a sense of trust) represents a potential mediator of the relationship between CSR and OCB.

Interestingly, Rupp et al. (2006) suggest that if employees' perceptions of CSR do have a positive influence on their emotions, attitudes, and behaviours, then the extent to which these perceptions are perceived as important might relate to perceptions of organisational justice. According to their model of organisational justice, employees are concerned with issues of fairness and this concern stems from instrumental, relational, and morality-based motivations (Rupp et al., 2006). Furthermore, they suggest that "…relational needs for justice are inextricably linked to the psychological need of belongingness" (Rupp et al., 2006, p. 540).

The term 'belongingness' embodies the idea of an individual's status, standing, and degree of fit within the organisation, and is likely to influence issues of self-identity amongst employees (Levett-Jones & Lathlean, 2008; Rupp et al., 2006). An employee's 'belongingness' and relationship with his/her organisation is important because this plays a role in determining how much s/he feels a part of or feels s/he can identify with and potentially influence that organisation, which links to justice perceptions (Kim, Lee, Lee, & Kim, 2010; Masterson & Stamper, 2003; Rupp et al., 2006). If employees' relational needs are satisfied, they are more likely to perceive a just organisational environment (Rupp et al., 2006; Umphress, Labianca, Brass, Kass, & Scholten, 2003).

According to Rupp et al.'s (2006) argument outlined above, it seems logical to suggest that sense of belonging might mediate the proposed links between CSR and

OCB. This is based on the idea that CSR is often about "fostering positive social relationships between organisations and communities" (Rupp et al., 2006, p.541) and that employees will consequently use their organisation's CSR activities as a benchmark for assessing the extent to which their organisation values such relationships, such that perceiving high levels of CSR can lead to employees' belongingness needs being met. In other words, if, via their attribution of the organisation's CSR activities, employees perceive that the organisation cares about and is 'building relations' with the wider community (i.e. society at large), environment, and/or with the internal community (i.e. the employees), then they are more likely to identify with their organisation, which incurs a sense of belonging in the organisation's community and culture (Masterson & Stamper, 2003).

The perception of belongingness is related to the presence of boundaries that differentiate in-group individuals from out-group individuals (Masterson & Stamper, 2003). As such, a sense of belonging can be engendered by employees' perceptions of themselves as insiders within the organization, i.e. their 'perceived insider status' (Masterson & Stamper, 2003). This relates closely to the feeling or sense that one is part of the organisational community through the reinforcement of needs, feelings of membership and influence, and a shared emotional connection (McMillan & Chavis, 1986).

Reinforcement of needs contribute to a sense of community by ensuring that employees feel that the organisation is able to successfully meet needs that are important to them. This aspect of sense of community also encapsulates the idea that organisational members have similar needs, priorities, and goals (Burroughs & Eby, 1998; Chavis, Lee, & Acosta, 2008). Feelings of membership in the community/ organisation relate to feelings of trust within that setting as well as more explicit indicators of membership such as logos, landmarks, flags, and clothing (Burroughs & Eby, 1998; Chavis et al., 2008; Wright, 2004). A sense of influence relates to individual members/ employees perceiving that they are able to contribute to the community; and includes a perception that the community has good leaders (Burroughs & Eby, 1998; Chavis et al., 2008; McMillan & Chavis, 1986). It also encompasses a feeling that the community/ organisation is able to influence other communities (Chavis et al., 2008). Lastly, a perception of a shared emotional

connection helps foster a sense of community because members/ employees feel cared for by other members, enjoy being around these other members, and feel hopeful about the longevity of their position within the community (Chavis et al., 2008; McMillan & Chavis, 1986).

Stamper and Masterson (2002) highlight that employees who perceive themselves to be organisational insiders are more likely to consider themselves as citizens of the firm, and are thus more likely to want to accept the responsibilities of citizenship. Consequently, it is logical to suggest that employees' sense of belonging can be represented by their perceived insider status as well as their sense of community within their organisation.

If employees perceive that they are insiders and feel a strong sense of (organisational) community based on the macro-and micro-level CSR initiatives they observe, it seems likely that this would engender stronger perceptions of belongingness. This, in turn, might increase employees' willingness and desire to propagate this sense of community by engaging in more micro-level helping behaviours such as OCB. Whilst this seems logical theoretically, there does not yet appear to be much exploration of this empirically.

In a review of the influence of CSR on employees, Gond, El-Akremi, Igalens, and Swaen (2010) highlighted that when organisational identification is high, an environment characterized by trust, commitment, and positive affect is fostered which "enhance[s] collective solidarity and altruism" (Gond et al., 2010, p. 29). In turn, employees feel an increased obligation to act for the enrichment of society, rather than for their exclusive and narrow self-interest (Gond et al., 2010). Lii and Lee (2012) conducted a study that examined the way in which CSR and reputation interact to affect consumer evaluations in the firm. One of the hypotheses tested stated that the greater the consumer-company identification, the more likely it was that consumers would exhibit behaviours that supported the company; and findings indicated that consumer-company identification was a key mediator of the relationship between CSR initiatives and behavioural intentions (Lii & Lee, 2012). Logically, one could argue that consumer-company identification should not be vastly different from

employee-company identification (sense of belonging) and that OCB could be considered as a possible 'behavioral intention'.

From the above, it is evident that little empirical research has examined sense of belonging as a mediator of the relationship between CSR and OCB. Moreover, whilst theoretically sensible, there does not appear to be research available that conceptualizes 'sense of belonging' in terms of PIS and SOC specifically.

Hypothesis 2a: PIS mediates the relationship between the three types of CSR (philanthropic, environmental, internal) and OCBI/OCBO.

Hypothesis 2b: SOC within the organisation mediates the relationship between the three types of CSR (philanthropic, environmental, internal) and OCBI/OCBO.

1.5. The current study

Based on the discussion above, this study aimed to establish whether sense of belonging, as represented by perceived insider status (PIS) and sense of (organisational) community (SOC), mediates the proposed relationships between CSR and OCB, as well as to establish the nature of these relationships in a South African sample.

According to McWilliams et al. (2005), the analysis of CSR remains embryonic and thus presents "a fertile ground for theory development and analysis" (p. 4). The above overview has uncovered that both CSR and OCB have undergone rather substantial empirical investigation as isolated concepts, and in conjunction with other relevant constructs. However, research on the links between these concepts, as well as their likely antecedents and consequences which appear to be theoretically plausible given the arguments proposed in this paper, does not appear to have been widely conducted, particularly within the South African context. Given this gap in research and the increasing importance of both CSR and OCB in the contemporary business environment, further examination of the nature of the links between these concepts seems both essential and of practical significance.

There is a growing demand for South African business to make a substantial impact on the unique societal challenges faced, such as poverty and remedying past inequities, whilst at the same time generating profit (Da Piadade & Thomas, 2006b). This exploration is thus particularly important for South African organisations given the increasing pressure to include corporate social responsibility in corporate strategy as well as to further develop employee wellbeing and productivity (Coetzee, & De Villiers, 2010; Dawkins, & Ngunjiri, 2008; Da Piadade & Thomas, 2006b).

1.6. Research questions

1. What is the nature of the relationships, if any, between perceived philanthropic, environmental, and/or internal CSR enacted by the organization and self-reported employee OCBI and/or OCBO?
2. Does sense of belonging (as represented by PIS and SOC) mediate the relationships between perceptions of philanthropic, environmental, and/or internal CSR enacted by the organization and self-reported OCBI and/or OCBO?

1.7. Hypotheses

Hypothesis 1: Higher perceptions of philanthropic, environmental, and internal CSR are positively related to engagement in OCBI/OCBO.

Hypothesis 2a: PIS mediates the relationship between the three types of CSR (philanthropic, environmental, internal) and OCBI/OCBO.

Hypothesis 2b: SOC within the organisation mediates the relationship between the three types of CSR (philanthropic, environmental, internal) and OCBI/OCBO.

Chapter 2: Methods

This chapter will outline the research design adopted for the study, the sampling strategy that was used, and the subsequent sample that was obtained. The instruments used to measure the variables of interest will be described and the procedure for the study will be outlined. Ethical considerations will also be highlighted and, lastly, the method for data analysis will be explained.

2.1. Research design

A quantitative, non-experimental, cross-sectional, correlational design was used as the current study aimed to determine whether there were relationships between the variables proposed and the nature of these relationships (Terre Blanche, Durrheim, & Painter, 2006). The study was non-experimental because there was no manipulation, no control group, and no random assignment, and cross-sectional because it was conducted at a single point in time (Sim & Wright, 2000). Correlational research allows one to gain deeper insight into the ways in which variables relate to each other within a real-world environment, and thus becomes useful for real-world application of social phenomena observed (Gravetter & Forzano, 2011). It is also useful for descriptive purposes and is advantageous in terms of ease of implementation and cost and time efficiency.

Correlational research designs are, however, limited in the sense that "they cannot be used to draw conclusions about the causal relationships among the measured variables" (Stangor, 2011, p. 170). Furthermore, Stangor (2011) highlights that correlational research is limited to demonstrating relationships between variables or to making predictions about future events, but it cannot explicitly demonstrate why the variables in question are related. A significant limitation of non-experimental research design is the threat posed by confounding variables affecting the ability of such a design to establish "unambiguous cause-and-effect relationships" (Gravetter & Forzano, 2015, p. 281). It is also important to consider that cross-sectional research is limited to a single point in time, which prevents this study from offering insight about how particular individuals within the sample develop over time (Gravetter & Forzano, 2015).

2.2. Sample and sampling

Mid- and high-level administrative employees (conceptualised in this study as any employee who did not work in a chief executive position) from a wide variety of South African organisations working in a variety of different jobs were approached to participate in the study. Formal employment by an organisation in a non-executive position was a requirement for participation in the study; however participants were not selected on the basis of any other criteria such as age, gender, or race. This sample was appropriate for the study because it represented actual employees in a real-world professional environment.

A combination of non-probability convenience and snowball sampling was adopted (Babbie, 2013). Firstly, organisations were approached to request their participation in the study. However, gaining organisational access proved difficult for an extended period of time and it was therefore necessary to resort to snowball sampling, which included distribution of both electronic and hard copy questionnaires. After initiating the process of snowball sampling, organisational access was acquired, however the response rate was not sufficient, thus the snowball sampling continued simultaneously. Availability and willingness of employees to respond were the only selection criteria for the sample, other than employment in an administrative environment (Terre Blanche et al., 2006).

Selecting a wide variety of employees from different organisations was useful as it provided a broader representation of the type of corporate social responsibility (CSR) activities occurring in organisations in the South African context and an appropriate group from which to sample perceptions of both internal and external CSR. Furthermore, due to employees' relatively close proximity in administration environments, there was likely to be increased opportunity to assist and be genial towards fellow employees, thus representing a space likely to facilitate organisational citizenship behaviour (OCB). Using administrative workers also ensured the appropriate degree of literacy needed for the completion of questionnaires. In order to show a resilient model, as many employees as possible were approached.

Of the 247 questionnaires that were returned, 41 (16.60%) were discarded due to incomplete responses. Consequently, the final sample consisted of 206 employees. A description of the final sample can be found in Table 1 in Appendix A.

The majority of the 206 employees in the sample were female (n = 143 (69.42%)), with only 30.58% of the sample consisting of males (n = 63). Participants were between the ages of 20 and 67. The mean age was approximately 34 (M = 34.37; SD = 10.15). The majority of the participants were White employees (n = 138 (67%)), followed by Black employees (n = 36 (17.48%)), then Indian employees (n = 19 (9.22%)), Coloured employees (n = 10 (4.85%)), and finally Asian employees (n = 3 (1.46%)). The sample consisted of equal numbers of single (n = 85 (41.27%)) and married employees (n = 85 (41.27%)); 16 employees (7.77%) were divorced.
The sample of 206 employees was drawn from a wide variety of industries and organisations and, within these, from a wide variety of departments. This made it challenging to categorise these organisations into strict 'types' during analysis. However it was found that the majority of employees reported working in companies representative of the 'other' category (n = 49 (23.79%)), which consisted of organisations in industries such as beauty, tourism, sport, telecommunications, construction, hospitality, vehicle hire, information technology (IT), cellular services, real estate, health care, and insurance. This was closely followed by organisations in the media and advertising industry, which represented 22.82% of the sample (n = 47). Educational institutions such as schools and universities made up 10.2% of the sample (n = 21), followed by retail companies (n = 20 (9.71%)), financial companies (n = 17 (8.25%)), and corporate companies (n = 10 (4.85%)). As can be seen in Table 1 (please see Appendix A), the remainder of the sample consisted of audit firms, consultancy firms, printing and publishing companies, manufacturing and engineering companies, as well as government and non-profit organisations.

Table 1 (please see Appendix A) also demonstrates that the majority of the sample were employed in administrative roles (n = 47 (22.82%)); followed by employees (n = 42 (20.39%)) working in a wide variety of 'other' roles such as learning support, student development, graphic design, digital specialisation, research and insights management, till operation, insurance brokering, software development, IT specialisation, and law. This was closely followed by sales jobs, which made up

13.59% of the sample (n = 28) and by middle management (n = 23 (11.16%), consulting (n = 16 (7.77%)), and marketing positions (n = 15 (7.28%)). The remaining job types included teaching/lecturing, accounting/audit, human resources, finance, operations, and media.

Participants differed in their job tenure, with the majority of participants having worked in their current position for 2 to 5 years (n = 46 (22.33%)), followed by those who had worked for less than a year, but longer than 6 months (n = 39 (18.93%)). This was followed by employees within the sample who had been working in their current position for 5 to 10 years (n = 37 (17.96%)) and for 6 months or less (n = 27 (13.11%)). Please refer to Table 1 in Appendix A for a comprehensive breakdown of the sample characteristics.

The first item of the Sense of Community Index 2 (SCI-2) asked participants how important it was for them to feel a sense of community with the other members of their organisation. The majority of the participants reported that feeling a sense of community within their organisation was important (n = 98 (47.57%)), closely followed by 40.78% of participants reporting that feeling a sense of community was somewhat important (n = 84). Only a very small number of employees felt that it was not at all important (n = 3 (1.46%)).

2.3. Instruments

2.3.1. Self-Developed Demographic Questionnaire

A self-developed demographic questionnaire (please refer to Appendix B) was used to gather data to describe the relevant characteristics of the sample, and specifically measured the following demographic variables: gender, age, race, marital status, type of organisation, type of job, and job tenure.

2.3.2. Pitt and Siemers' Perceptions of External CSR and Internal CSR Scales

Perceptions of external and internal CSR were measured using scales developed by Pitt and Siemers (2012, as cited in Pitt, 2012) (please see Appendix C, D and E). These scales were designed to assess employees' perceptions of three separate components of CSR:

1. Philanthropic (external) CSR (9 items)
2. Environmental (external) CSR (9 items)
3. Internal CSR (20 items)

All three of the subscales are answered on a five-point Likert-type scale ranging from "strongly disagree" (1) to "strongly agree" (5), including a neutral option (3). Items 4 and 8 of both the philanthropic and environmental CSR components and items 5, 10, 15 and 19 of the internal CSR scale are reverse scored. For all of the scales, high scores indicate a strong belief in the adequacy of the CSR activities or policies carried out by the organisation, whereas low scores indicate that these activities or policies are perceived to be inadequate.

The philanthropic CSR scale (please see Appendix C) examines employees' perceptions regarding whether or not their organisation's external CSR policies are adequate in terms of aspects such as assisting individuals external to the organisation that are in need, engaging in charitable activities in the wider community, assisting underprivileged communities, and engaging in social activities that are relevant to South Africa (e.g. poverty and HIV/AIDS). Research by Pitt and Siemers (Pitt, 2012), conducted in the South African context, yielded a very high Cronbach Alpha (α= 0.91), indicating excellent internal consistency reliability for the scale.

The environmental CSR scale (please see Appendix D) measures employees' perceptions of their organisation's environmental CSR practices, such as taking steps to become more environmentally friendly, implementing policies that promote environmental sustainability, and encouraging activities that benefit the environment, for example, recycling. A high Cronbach Alpha (α= 0.92), indicating excellent internal consistency reliability, was obtained in a South African sample (Pitt, 2012).

The internal CSR scale (please see Appendix E) contains four subscales, namely gender, race, sexual orientation, and disability. Each of these subscales contains 5 items. The scale examines employee perceptions of CSR practices aimed toward gender equality, racial redress, and equality in terms of sexual orientation and disability respectively, including perceived equality of treatment; provision of

opportunity for previously disadvantaged employees; discouragement of discrimination; and provision of adequate facilities that cater for disabled employees. Cronbach Alpha values above 0.70 for all of the scales were obtained, indicating good internal consistency reliability (Pitt, 2012).

2.3.3. Lee and Allen's OCBI and OCBO Scales

Both of Lee and Allen's (2002) OCBI and OCBO scales (please refer to Appendix F) are self-report measures, with each consisting of eight items scored on a 7-point Likert scale ranging from "never" (1) to "always" (7) according to how often the participant engages in the behaviours presented. High scores on these scales represent a high tendency to engage in OCB at either an individual (OCBI) or organisational level (OCBO), whereas low scores represent a low tendency to engage in OCBI or OCBO. The OCBI questionnaire includes items such as asking how often respondents help others who have been absent, whereas the OCBO questionnaire asks how often respondents express loyalty toward the organisation, for example, by defending the organisation when other employees criticise it.

The items were selected from a pool created by previous OCB scales. Lee and Allen (2002) stated that confirmatory factor analysis clearly showed that this two-factor model was preferred to the one factor model and hence confirmed an empirical distinction between OCBI and OCBO. They also obtained internal consistency reliabilities of 0.83 for OCBI and 0.88 for OCBO (Lee & Allen, 2002). In a South African study, Ramsden (2013) obtained Cronbach Alpha values of 0.88 for OCBI and 0.89 for OCBO, indicating high internal consistency reliability.

2.3.4. Stamper and Masterson's Perceived Insider Status (PIS) Scale

This 6-item scale (please refer to Appendix G) measures the extent to which an individual employee perceives him or herself as in insider within a particular organisation, and includes items such as 'I feel very much a part of my work organisation' and 'the organisation really cares about my wellbeing' (Stamper & Masterson, 2002). The scale employs a 5-point Likert-type response format, ranging from "strongly disagree" (1) to "strongly agree" (5). High scores on the PIS scale indicate a strong perception that one is an insider and low scores indicate a strong perception that one is an outsider. The original 10-item PIS scale developed by

Stamper was piloted on 173 undergraduate students and, following a principle components factor analysis, four items were discarded based on conceptual desirability and improved psychometric properties (Stamper & Masterson, 2002). All six remaining items were identified as loading heavily on a single factor, supporting the internal validity of the measure (Stamper & Masterson, 2002). The Cronbach Alpha of the six-item scale was 0.88. Use of the PIS scale in a South African study on sex-role identity yielded a Cronbach Alpha of 0.94 (De Freitas, 2013).

2.3.5. The Sense of Community Index 2 (SCI-2)

The Sense of Community Index (SCI) is one of the most frequently used quantitative measures of psychological sense of community (Obst & White, 2004) and was developed based on McMillan and Chavis' (1986) theory of sense of community. Their theory suggests that sense of community is attributable to a perception of four elements: (1) membership: the feeling of belonging or of sharing a sense of personal relatedness; (2) influence: a sense of mattering, of making a difference to a group and of the group mattering to its members; (3) need fulfilment: the feeling that members' needs will be met by the resources received through their membership in the group; and (4) shared emotional connection: the commitment and belief that members have shared, and will share, history, common places, time together, and similar experiences (McMillan & Chavis, 1986). The early version of the scale (SCI) did not cover all of the attributes of sense of community described in the original theory, and the reliabilities of the four subscales in this version were inconsistent and generally very low. Its applicability as a cross-cultural measure of sense of community was also questionable. In order to address these concerns, a revised version of the scale (SCI-2) was created.

The revised 24-item SCI-2 (please see Appendix H) has proven to be a reliable measure, with a Cronbach alpha of 0.94 for the overall scale (Chavis et al., 2008). Firstly, the scale asks respondents to rate how important it is for them to feel a sense of community with other community members and is rated on a 6-point Likert scale ranging from "prefer not to be a part of this community" (1) to "very important" (6). Secondly, respondents are required to rate how well a set of statements represent the way they feel about their community; these are answered on a 4-point Likert scale ranging from "not at all" (1) to "completely" (4). High scores on this scale represent a

strong sense of community. For the purposes of this study, the term 'community' was replaced with the term 'organisation' so that participants were clear that they were being asked to rate the items in relation to the organisation to which they belong. The initial question regarding the importance of feeling a sense of community was rated on a 5-point Likert scale, ranging from "prefer not to be part of this community/ organisation" (1) to "important" (5).

2.4. Procedure

Following approval by the University of the Witwatersrand Human Research Ethics Committee (Non Medical) (protocol number: MORG/14/009 IH; please see Appendix I), various organisations were approached in order to obtain permission to conduct the research using their employees. The purpose and relevance of the study was stipulated to these organisations and any ethical considerations were fully explained both verbally and in the formal access request letter (please refer to Appendix J). Despite the fact that many organisations were approached, organisational access was not granted for quite a substantial period of time during the data collection period. Consequently, snowball sampling became a necessary next step in order to obtain a sufficient number of responses for data analysis.

The demographic questionnaire (please see Appendix B), the philanthropic, environmental and internal CSR scales (please see Appendix C, D, and E), the OCB scales (please see Appendix F), the PIS scale (please see Appendix G), and the SCI-2 (please see Appendix H) were posted on Survey Monkey (an electronic data collection platform) for participants to complete and submit. The questionnaire link, along with a full participant information sheet (please see Appendix K), was distributed to as many people as possible via various different social media platforms such as Facebook and LinkedIn. Those who received the link were asked to kindly pass it on to as many people as possible.

In the process of snowball sampling, attempts to gain organisational access continued and were eventually successful. Upon obtaining the necessary permission from the relevant organisations, administrative employees were approached and invited to participate in the study. It was emphasised that participation in the study was entirely voluntary and that failure to participate would have no bearing on the employees'

remuneration, recognition in the company, or benefits. The relevant organisations were asked to distribute an email containing a link to the questionnaires, as well as the full participant information sheet explaining the purpose of the study, the voluntary nature of participation, and the confidentiality and anonymity of the data (please see Appendix K). Participants were asked to complete the questionnaires within a timeframe of approximately two to three weeks from when they were initially approached.

Despite conducting snowball sampling and gaining organisational access, the response rate from the electronic platform was relatively poor. As such, hard copy questionnaires were distributed to one of the companies that granted permission to conduct the study within their organisation and to part-time (Wits Plus) students who were employed in organisations. In these cases, hard copies of the questionnaires with the participant information sheet attached to the front were left in a central location in the company/on campus for the employees to collect (please see Appendix L). Those who were willing could take a copy to complete in their own time at home. They were asked to return it to a sealed box in the same central location within the timeframe of two to three weeks.

Upon obtaining a sufficient number of completed questionnaires, these were scored, evaluated statistically, and the data was subsequently analysed.

2.5. Ethical considerations

Permission to conduct the study was obtained from the University of the Witwatersrand Human Research Ethics Committee (Non Medical) (protocol number: MORG/14/009 IH; please see Appendix I).

In order to ensure that informed consent was obtained and that the welfare of participants was protected (Kimmel, 2007), participants were given an information sheet explaining the purpose of the study, the voluntary nature of participation, and the confidentiality and anonymity of the data obtained (Babbie, 2013; Kimmel, 2007). The sheet also provided contact numbers in the event that participants had any queries and specified that there were no direct benefits or foreseeable risks to participating in the study. Accessing and submitting a completed questionnaire online or returning a

completed hard copy questionnaire was considered as informed consent to participate in the study.

In order to ensure that participants are debriefed, a summary of the overall findings of the research will be provided to the Human Resources Department or contact person at each organisation to distribute upon completion of the research (Kimmel, 2007). In addition, a brief summary of the findings will be posted on the following blog: www.kramsdenmastersresearch.blogspot.com. This blog address was provided in the participant information sheet, thus allowing any individual participant to access the summary of the results. Contact numbers were once again provided for participants who might require or would like further information. It was specified in the participant information sheet that individual feedback would not be possible as the questionnaires were anonymous.

Participants had the right to withdraw up to the point of submission as they could use their discretion to either submit the completed survey or not (Kimmel, 2007). In order to ensure confidentiality and anonymity, participants were not asked to fill in their names anywhere on the online or hard copy questionnaire and, in the event of online submission, no IP addresses were recorded (Kimmel, 2007). No identifying information was requested thus data remained anonymous. The organisations approached have remained unnamed and the data was not analysed based on the organisation from which it was collected. Data was stored in a secure, password-protected spreadsheet and was only accessible to the researcher and research supervisor.

2.6. Data analysis

Once an adequate number of questionnaires were completed and scored appropriately, data analysis commenced. Due to the use of quantitative measures for the constructs of corporate social responsibility, organisational citizenship behaviour, perceived insider status, and sense of community, it was necessary to employ statistical procedures in the analysis of the collected data.

Firstly, an exploratory factor analysis was conducted on the CSR scales in order to determine which items corresponded to which subscale, and exactly what these

subscales were. Exploratory factor analyses were also conducted on both the PIS scale and the SCI-2 in order to establish whether they could be used as a combined measure of sense of belonging or measured two separate constructs related to the broader construct. In addition, the factor analyses were necessary to establish the internal construct validity of the measures (Fabrigar & Wegener, 2012; Gorsuch, 2013).

The factor analysis of the CSR scales revealed an almost identical factor structure to the one proposed by Pitt and Siemers (2012, as cited in Pit, 2012) in their study, which was also conducted in South Africa. However, as can be viewed in the results chapter of this paper (Chapter 3), the factor structure of the SCI-2 differed substantially from the one proposed by Chavis et al. (2008) and a different scoring structure was thus adopted.

Secondly, the internal consistency reliabilities of all of the scales (the CSR scales, the OCB scales, the PIS scale, and the SCI-2) were estimated using Cronbach Alpha Coefficients (Coaley, 2009). Internal consistency is "estimated by determining the degree to which each item in a scale correlates with each other item" and is typically "determined mathematically by some formula that estimates the average inter-item correlation" (Terre Blanche et al., 2006, p.154). Cronbach's Alpha Coefficient is the most common estimate and is a number that ranges from 0 to 1 (Terre Blanche et al., 2006). Typically, values of 0.75 and greater are considered reliable, in that the items are considered to have good internal consistency reliability (Terre Blanche et al., 2006).

Data analysis then continued with the calculation of descriptive statistics such as the mean and standard deviation in order to describe what was occurring for the scores obtained on each scale respectively. It was also appropriate to assess the normality of the data to determine whether or not it met parametric assumptions (Huck, 2012). Skewness and kurtosis coefficients were calculated for each of the main variables and, along with histograms, these were used to determine whether the variables were sufficiently normally distributed to support parametric analysis (Huck, 2012). Data was considered to be sufficiently normally distributed when skewness coefficients fell between -1 and 1 and when kurtosis values did not exceed 3 or -3 (Huck, 2012; Panneerselvam, 2004). Based on the histograms, the skewness coefficients, and

kurtosis values that were obtained, it was established that the data was sufficiently normally distributed and therefore that parametric analyses could be run. Furthermore, the sample size was fairly large (n = 206) and, based on the Central Limit Theorem, a sample size greater than 30 participants is sufficient for data to be considered to follow a normal distribution (Brase & Brase, 2014).

In order to determine the nature of the relationships between the different aspects of CSR and OCB, Pearson's Correlation Coefficients were calculated (Huck, 2012). The coefficient *r* produced by a Pearson calculation can take on values ranging from -1 to 1, and the calculation estimates the degree of linear relationship between the variables in question (Gravetter & Wallnau, 2009). An *r* of +1 indicates a perfect positive linear relationship, whereas an *r* of -1 indicates a perfect negative linear relationship. Therefore, the closer the *r*-value is to one, the stronger the linear relationship between the variables. Conversely, the closer the *r*-value is to zero, the weaker the association between the variables. Results with a p-value less than 0.05 were considered to be statistically significant.

In order to test for the possibility of mediation models with sense of belonging as a mediator, a series of regressions were calculated between the main variables. Baron and Kenny (1986), Kenny (2014), Judd and Kenny (1981), and James and Brett (1984) outline four critical steps in establishing mediation, which were used in the present study. These steps are as follows:

1. **Show that the causal variable (IV) predicts the outcome variable (DV)**
   This was achieved using simple regression. A simple regression analysis is used to evaluate the relative impact of a predictor variable on a particular outcome and is used when only one independent variable and one dependent variable are entered (Zou, Tuncali, & Silverman, 2003).

2. **Show that the causal variable (IV) predicts the mediator**
   This prediction was also established using simple regression.

3. **Show that the mediator predicts the outcome variable (DV)**
   Like steps one and two, this was achieved using simple regression.

4. **Show that when the mediator is accounted for within the model, the ability of the causal variable (IV) to predict the outcome variable (DV) is negated/ reduced**

   In order to establish this step, it was necessary to use a multiple regression analysis. Multiple regression is used when more than one predictor variable is entered into the regression equation (Burns & Burns, 2008).

The relationship between the IV and the DV can either be fully or partially mediated, depending on the results obtained after conducting the four steps listed above. If the first three steps are established, and if the IV becomes non-significant in predicting the DV after inclusion of the mediator in the fourth step, then it can be said that the mediating variable in question fully mediates the IV-DV relationship (Baron & Kenny, 1986; Kenny, 2014). However, if the first three steps are met, but the fourth step is not fully established (i.e. both the IV and the mediating variable remain as significant predictors of the DV), then partial mediation is established (Baron & Kenny, 1986; Kenny, 2014).

In order to assess the significance of the mediation effects for the various mediation models explored in this study, Sobel tests (for significance of the mediation effect) were conducted. An online calculator developed by Preacher and Leonardelli (2015), and recommended by Kenny (2014), was used to conduct a Sobel test for each mediation model. To crosscheck the results obtained from this calculator and ensure consistency, a second online calculator was used which produced the same values.

Even within the context of mediation, it was also necessary to assess whether or not multicollinearity presented a problem for the various multiple regressions. Multicollinearity occurs when two or more independent variables are too highly correlated with each other (Huck, 2012). Huck (2012) indicates that this is undesirable because it causes inferences about individual predictor variables to be untrustworthy. In order to determine whether multicollinearity was a problem, the following indices of multicollinearity were calculated and examined for each mediation model: the tolerance value, the variance inflation factor (VIF), and the

condition index. In order to assert that multicollinearity does not pose a problem, tolerance values should not exceed 0.4 (Lomax & Hahs-Vaughn, 2013), and VIFs should not exceed 10, or 2.5 in weaker models (Coumarbatch, Robinson, Thomas, & Bridge, 2010). Additionally, the condition index should not exceed 30 (Lomax & Hahs-Vaughn, 2013).

Shrout and Bolger (2002) highlight that mediation models of psychological processes are popular given that they allow interesting associations to be broken down into components that reveal possible causal mechanisms. Although statistical analyses of association cannot establish causal links definitively, they can provide evidence that one mediation pattern is more plausible than another, and can consequently provide invaluable information necessary for the design of fully experimental studies of causal processes (Shrout & Bolger, 2002). They are also particularly useful for establishing the directionality of the relationships between the constructs being measured. This becomes pertinent for "theory development and testing as well as for the identification of possible points of intervention in applied work" (Shrout & Bolger, 2002, p. 422).

Chapter 3: Results

The following chapter presents an analysis of the statistical results obtained from the data that were collected for the present study. The statistics were produced by IBM SPSS Statistics 22.

3.1. Factor analysis of the external and internal CSR scales

In order to determine the factor structure of both the external and internal CSR scales, an exploratory factor analysis with varimax rotation was conducted. More specifically, the factor analysis was conducted in order to assess how closely the factor structure in the current sample aligned with the one established by Pitt and Siemers (2012, as cited in Pitt, 2012), which proposed that the scale was comprised of three distinct factors, namely philanthropic CSR, environmental CSR, and internal CSR.

Several considerations were taken into account to determine the number of factors for extraction. Theoretically, it has been argued that CSR behaviours can be defined as occurring external to the organisation, internal to the organisation, or targeted towards the wider environment (Arnaud & Wasielski, 2014; Pitt, 2012). Moreover, a study conducted by Pitt (2012) within the South African context supported a three-factor structure for the CSR scales based on this definition. The Eigenvalues obtained are presented in Table 2 below. According to the Eigenvalues greater-than-one rule, eight factors were indicated. However, as is evident in Table 2 below, the first three factors had Eigenvalues substantially higher than the rest. This was supported by the scree plot (please see Appendix M), which suggested three factors.

Table 2

Eigenvalues for the combined CSR scales

Item	Eigenvalue
1	11.55
2	4.49
3	3.56
4	1.88
5	1.58

6	1.43
7	1.27
8	1.09
9	0.88
10	0.81
11	0.77
12	0.68
13	0.63
14	0.57
15	0.54
16	0.50
17	0.49
18	0.47
19	0.45
20	0.43
21	0.40
22	0.34
23	0.32
24	0.30
25	0.28
26	0.27
27	0.24
28	0.23
29	0.22
30	0.19
31	0.18
32	0.17
33	0.16
34	0.16
35	0.13
36	0.11
37	0.11
38	0.10

Table 3

Percentage of variance explained by each factor for the CSR scales

Factor 1	Factor 2	Factor 3
30.39%	11.8%	9.37%

In addition, as is evident in Table 3 above, factor one accounted for the largest proportion of variance explained (30.39%), followed by factor two (11.80%), and then factor three (9.37%). The results indicated that together these three factors explained 51.56% of the total variance. Based on the Eigenvalues, the scree plot, and the proportion of variance explained, three factors were extracted.

Table 4

Rotated factor pattern for the CSR scales

	Factor 1	Factor 2	Factor 3
Item 1	0.251	0.096	**0.823**
Item 2	0.161	0.158	**0.827**
Item 3	0.182	0.185	**0.735**
Item 4	0.052	0.061	**0.663**
Item 5	0.098	0.199	**0.834**
Item 6	0.138	0.239	**0.722**
Item 7	0.032	0.270	**0.741**
Item 8	0.074	0.031	**0.455**
Item 9	0.261	0.190	**0.754**
Item 10	0.104	**0.793**	0.309
Item 11	0.106	**0.872**	0.096
Item 12	0.073	**0.861**	0.129
Item 13	0.097	**0.830**	0.116
Item 14	-0.004	**0.657**	0.173
Item 15	0.100	**0.694**	0.095
Item 16	0.127	**0.781**	0.127
Item 17	0.136	0.387	0.099
Item 18	0.158	**0.782**	0.119
Item 19	**0.719**	0.002	0.270

Item 20	**0.699**	-0.102	0.230
Item 21	**0.731**	-0.024	0.223
Item 22	**0.795**	-0.054	0.215
Item 23	**0.581**	-0.060	0.236
Item 24	**0.560**	0.186	0.011
Item 25	**0.690**	0.167	0.150
Item 26	**0.538**	0.132	0.008
Item 27	**0.619**	0.266	0.106
Item 28	**0.418**	0.140	0.199
Item 29	**0.582**	0.161	0.011
Item 30	**0.681**	0.126	0.041
Item 31	**0.575**	0.110	-0.102
Item 32	**0.739**	0.039	0.066
Item 33	0.373	0.123	0.139
Item 34	**0.491**	0.487	0.074
Item 35	**0.484**	0.481	0.096
Item 36	0.416	**0.435**	0.263
Item 37	0.372	0.334	0.209
Item 38	**0.625**	0.305	0.063

Table 4 above presents the rotated factor pattern for the three different CSR scales used in data collection. Conceptually, it was evident that Factor 1 represented internal CSR, Factor 2 represented environmental CSR, and Factor 3 represented philanthropic CSR. Items 1-9 of the philanthropic CSR scale loaded consistently on Factor 3 based on a cut-off value of 0.4 or above (Whitley & Kite, 2012). All of the environmental CSR items (9-18) loaded on Factor 2, except for item 17 which did not load on any factor.

Item 36 cross-loaded on Factor 1 and 2, but loaded slightly higher on Factor 2. However conceptually it made more sense to retain Item 36 as part of Factor 1 (internal CSR). Based on a cut off value of 0.4 or above, items 33 and 37 did not load on any of the factors. Subsequently, Factor 1, which represented internal CSR, consisted of items 19-32, 34-36, and lastly item 38 in this sample.

The structure obtained in the current sample therefore matched closely to the original structure established within the South African context by Pitt and Siemers (2012, as cited in Pitt, 2012). Given that the present study was also conducted in South Africa, and based on the close similarity between the Pitt and Siemers (2012, as cited in Pitt 2012) structure and that of the current study, it was decided to adopt the original Pitt and Siemers (2012, as cited in Pitt, 2012) structure in the analysis of results.

3.2. Factor analysis of the SCI-2 and the PIS scales

The SCI-2 is a widely adopted quantitative measure of psychological sense of community (Obst & White, 2004), however it does not appear to have been extensively utilised within the South African context previously and has not been widely applied to organisational communities. Given that the current research was conducted using a South African sample in an 'organisational' community, it was necessary to investigate the factor structure of the SCI-2 for this sample.

This section of the analysis took place in three parts. Firstly, given that both the SCI-2 scale and the PIS scale were used as measures of sense of belonging, it was important to run an exploratory factor analysis including both SCI items and PIS items to establish to what extent these two scales acted as separate or joint indicators of perceived sense of belonging. Table 5 (please refer to Appendix N) presents the Eigenvalues obtained for this first factor analysis. According to the Eigenvalues greater-than-one rule, four factors were indicated. However, the Eigenvalues for the first two factors were considerably higher than the rest, which was also supported by the two factors suggested by the scree plot (see Appendix M).

In addition, Table 6 (please refer to Appendix N) presents the percentage of variance explained by each factor. Factor one accounted for the largest proportion of variance explained (43.41%), followed by factor two (9.75%), and finally by factor 3 (5.42%). The results indicated that together these three factors explained 63.07% of the total variance.

Given that a connection between SCI and PIS was not expected (i.e. it was expected that they would be distinct constructs), a varimax rotation was conducted (Abdi, 2003). According to the rotated component matrix presented in Table 7 (please refer

to Appendix N), it was evident that all of the PIS items loaded highly on Factor 2, and the vast majority of the SCI items loaded more highly on Factor 1, with the exception of items 3, 5, 7, and 17 which loaded more highly on Factor 2 (although three of these did cross-load on both factors); and items 8 and 9 which did not load at all. Therefore, as expected, the results showed that SCI and PIS essentially represented two distinct aspects of sense of belonging, and it was thus decided to treat them as independent for the remainder of the analysis.

Once the independence of the two scales was established, it was important to conduct separate factor analyses on both the SCI-2 and PIS scales respectively.

For the PIS scale, according to the Eigenvalues greater-than-one rule, the results indicated that one factor should be extracted (please refer to Table 8 in Appendix N). This was supported by the scree plot (please see Appendix M) and the percentage of variance explained by this single factor, which was 73.24%. Moreover, Table 8 (refer to Appendix N) shows that all of the items contained within the PIS scale loaded on a single factor, therefore supporting the original structure (Stamper & Masterson, 2002), and confirming its appropriateness for use in the current study.

To determine the factor structure of the SCI-2, a factor analysis on only the twenty-four SCI items, without including the PIS items, was conducted. Theoretically, the SCI-2 is purported to consist of four dimensions, namely reinforcement of needs, membership, influence, and shared emotional connection (Chavis, et al., 2008). However, the results obtained in the present study indicated a vastly different structure to the one originally proposed. Several considerations were taken into account to determine the number of factors for extraction.

Table 9 below presents the Eigenvalues that were obtained. In keeping with the Eigenvalues greater-than-one rule, three factors were indicated for extraction. This was further supported by the scree plot (please see Appendix M) and by the proportion of variance explained, which is presented in Table 10 below.

Table 9

Eigenvalues for the SCI-2

Item	Eigenvalue
1	10.97
2	1.98
3	1.36
4	0.93
5	0.88
6	0.84
7	0.81
8	0.67
9	0.58
10	0.54
11	0.51
12	0.46
13	0.42
14	0.41
15	0.36
16	0.33
17	0.31
18	0.29
19	0.28
20	0.25
21	0.24
22	0.22
23	0.18
24	0.16

Table 10

Percentage of variance explained by each factor of the SCI-2

Factor 1	Factor 2	Factor 3
45.72%	8.25%	5.69%

Table 10 above indicates that factor one accounted for the largest proportion of variance explained (45.72%), followed by factor two (8.25%), and then factor three (5.69%). Factors two and three did not explain a substantive amount of the variance and the results indicated that together these three factors explained 59.66% of the total variance. Based on the Eigenvalues, the scree plot, and the proportion of variance explained, three factors were extracted.

Table 11

Rotated factor pattern for the SCI-2 (varimax rotation)

	Factor 1	Factor 2	Factor 3
Item 1	**0.662**	0.389	0.158
Item 2	**0.687**	0.317	0.219
Item 3	**0.811**	0.183	-0.098
Item 4	**0.721**	0.425	0.053
Item 5	**0.718**	0.238	0.219
Item 6	**0.715**	0.227	0.124
Item 7	**0.756**	0.043	0.282
Item 8	0.268	0.057	**0.809**
Item 9	0.155	0.116	**0.836**
Item 10	0.156	**0.515**	-0.146
Item 11	0.262	**0.768**	0.103
Item 12	0.272	**0.765**	0.114
Item 13	0.252	**0.794**	0.183
Item 14	0.228	**0.688**	-0.014
Item 15	0.061	**0.689**	0.184
Item 16	0.340	**0.426**	0.308
Item 17	**0.692**	0.256	0.170
Item 18	**0.627**	0.264	0.186
Item 19	0.338	**0.703**	0.212
Item 20	0.385	**0.494**	0.340
Items 21	0.489	**0.581**	0.091
Item 22	**0.429**	0.396	0.288
Item 23	**0.586**	0.516	0.159

Item 24	**0.649**	0.298	0.411

Table 11 above presents the rotated factor pattern for the SCI-2 in the sample, which was the result of conducting a varimax rotation (Manly, 2004; Zeller & Carmines, 1980). While the item loadings obtained did not correspond with the original SCI-2 structure proposed in the theory, the new established structure was found to be conceptually sound. Based on a conceptual examination of the items, and based on the item loadings found in Table 11 above, three new factors were established and labelled according to conceptual understanding:

1. Factor 1: Benefits of being a part of the community
2. Factor 2: Membership
3. Factor 3: Recognition

In order to account for any concerns about the aforementioned structure potentially being due to any overlap between the items, it was decided to conduct an oblimin (oblique) rotation as a supplement to the information obtained from the varimax (orthogonal) rotation (Zeller & Carmines, 1980). As can be seen in Table 12 (please refer to Appendix N), the factor loadings produced by the oblimin rotation were roughly the same as those produced by the varimax rotation, with the exception of two items that did not load. Given the close similarity between these results, and given that it was important to retain items 16 and 22, it was decided to opt for the varimax rotation. Thus a revised three-factor structure for the SCI-2 was adopted for the current study, as per the item division in Table 11 above.

3.3. Reliabilities

Following the establishment of the factor structures for the CSR scales and the SCI-2, Cronbach Alpha Coefficients were calculated for all of the scales and their respective subscales to establish internal consistency reliability (Stangor, 2011).

Table 13

Internal consistency reliabilities for the main variables and their subscales

		Number of items	Cronbach's Alpha
Corporate social responsibility	**Philanthropic CSR**	9	0.91
	Environmental CSR	9	0.92
	Internal CSR	20	0.92
Perceived insider status	**Total PIS**	6	0.92
Sense of community	**Benefits**	12	0.93
	Membership	10	0.89
	Recognition	2	0.76
	Total SOC	24	0.95
Organisational citizenship behaviour	**OCBI**	8	0.88
	OCBO	8	0.93

As is evident in Table 13 above, all of the scales and their respective subscales had excellent internal consistency (α= 0.88 or above), with the exception of the recognition subscale of sense of community (SOC). The Cronbach Alpha for recognition (α= 0.76) might have been slightly lower due to the fact that this subscale contained only two items, but it nonetheless had good internal consistency. This suggested that all of the scales and subscales were internally consistent.

3.4. Descriptive statistics and normality

In order to determine the levels of corporate social responsibility (CSR), perceived insider status (PIS), sense of community (SOC), and self-reported organisational citizenship behaviour (OCB) in the sample, descriptive statistics were calculated. These are presented in Table 14 below.

Table 14

Descriptive statistics and normality for the main variables

Variable	N	Mean	Standard Deviation	Min	Max	Skewness	Kurtosis
Philanthropic CSR	206	32.75	7.57	11	45	-0.60	-0.20
Environmental CSR	206	28.69	7.37	9	43	-0.27	-0.29
Internal CSR	206	73.59	12.64	24	98	-0.91	2.39
Benefits	206	30.88	8.13	0	48	-0.84	1.90
Membership	206	25.75	7.17	0	40	-0.65	1.14
Recognition	206	5.87	1.63	0	8	-0.82	1.26
Total SOC	206	62.50	15.40	0	96	-0.93	2.72
Total PIS	206	23.41	5.29	6	30	-0.98	0.92
OCBI	206	42.10	7.66	22	56	-0.02	-0.47
OCBO	206	42.50	9.48	9	56	-0.71	-0.37

Based on the results in Table 14 above and the histograms in Appendix O, levels of perceived philanthropic CSR in the sample appeared to be average (M = 32.75; SD = 7.57), with only a few employees reporting extremely high or low levels of perceived philanthropic CSR. Levels of perceived environmental CSR also appeared to be average (M = 28.69; SD = 7.37). Conversely levels of perceived internal CSR appeared to be slightly high (M = 73.59; SD = 12.64).

Levels of OCBI in the sample appeared to be average (M = 42.10; SD = 7.66), with a relatively small number of employees reporting very high or low levels of OCBI. Levels of OCBO were also roughly average (M = 42.50; SD = 9.48).

Overall levels of sense of community were roughly average (M = 62.50; SD = 15.40), and this was supported by the histograms produced (please see Appendix O). Levels of employees' perceptions of the benefits acquired due to their work community also appeared to be average (M = 30.88; SD = 8.13), as were levels of perceived membership within the work communities (M = 25.75; SD = 1.63). Levels of

perceived recognition within the sample's work communities appeared to be slightly high (M = 5.87; SD = 1.63), which seemed to fit with the shape of the histogram presented in Figure 13 (see Appendix O).

Levels of perceived insider status in the sample were roughly average (M = 23.41; SD = 5.29), with only a few employees reporting extremely high or low levels of perceived insider status.

In order to determine the appropriate types of analyses (i.e. parametric or non-parametric) for addressing the research questions pertaining to this study, it was necessary to first determine whether the data was normally distributed or not.

As can be seen in Table 14 above, the skewness coefficients for all of the scales and subscales were between -1 and 1 indicating that the data was relatively normally distributed (Groenewald & Meeden, 1984). In addition, the kurtosis values were all relatively close to zero and within the 3 to -3 range supporting that the data was not heavily skewed. This was also supported by the histograms, which suggested that all of the variables followed a sufficiently normal distribution to be suitable for parametric analysis. Lastly, according to the Central Limit Theorem, sample sizes greater than n equals 30 can be considered as normally distributed (Bajpai, 2009; Brase & Brase, 2014). The sample size of the present study was fairly large (n = 206) and therefore met the above requirement. The aforementioned information indicates that the data within this study sufficiently met the assumptions for normality and, as such, parametric analytic techniques were utilised.

3.5. Relationship between corporate social responsibility and organisational citizenship behaviour

The following analysis was conducted in order to establish whether perceived levels of corporate social responsibility and self-reported organisational citizenship behaviour were related and to establish the nature of these relationships. Pearson's Correlation Coefficients were calculated between the three CSR subscales, overall OCB, and the two OCB subscales - the subsequent results are presented in Table 15 below.

Table 15

Relationships between corporate social responsibility and self-reported organisational citizenship behaviour (n = 206)

	Self-reported OCBI	**Self-reported OCBO**
Philanthropic CSR	0.05	0.19
	0.480	0.005
Environmental CSR	0.08	0.22
	0.280	0.002
Internal CSR	0.06	0.30
	0.380	< 0.000

The correlation matrix in Table 15 above demonstrates that none of the CSR subscales were significantly related to self-reported OCBI. However, the results in Table 15 demonstrate that all three CSR subscales - philanthropic CSR ($r = 0.19$; $p < 0.05$), environmental CSR ($r = 0.22$; $p < 0.05$), and internal CSR ($r = 0.30$; $p < 0.05$) - were significantly and weak-moderately related to self-reported OCBO. As expected, all of the significant relationships found were positive, indicating that higher levels of CSR implied a greater propensity to engage in or at least to report organisationally-oriented OCB.

3.6. Relationship between perceived insider status and sense of community

Pearson Correlation Coefficients were also calculated in order to establish whether the two measures of sense of belonging, namely perceived insider status and sense of community, were related and the nature of these relationships.

Table 16

Relationships between perceived insider status and sense of community

	Perceived insider status
SOC (Item 1)	0.10
	0.170
	203
Benefits	0.53

	< 0.000
	206
Membership	0.37
	< 0.000
	206
Recognition	0.29
	< 0.000
	206
Total SOC	0.48
	< 0.000
	206

From Table 16 above, it is evident that overall sense of community ($r = 0.48$; $p < 0.05$) was significantly, positively, and moderately related to perceived insider status. Benefits ($r = 0.53$; $p < 0.05$), membership ($r = 0.37$; $p < 0.05$), and recognition ($r = 0.29$; $p < 0.05$) were also all significantly and positively related to perceived insider status. The relationship between benefits and PIS was moderate to strong, between membership and PIS was moderate, and between recognition and PIS was weak to moderate. With the exception of item 1 of the SCI-2 (which stands alone from the rest of the scale and asks to what extent it is important for the respondent to feel a sense of community with other community members), the results imply that higher levels of sense of community were linked to increased perceptions of being an insider within the organisation.

3.7. Relationship between corporate social responsibility and perceived insider status

In order to determine whether employees' perceptions of corporate social responsibility were related to perceptions of insider status, Pearson's Correlation Coefficients were calculated and are presented in Table 17 below. The correlation matrix below demonstrates that all of the individual aspects of CSR were significantly, positively, and moderately related to perceived insider status within the sample, which implies that higher levels of philanthropic ($r = 0.25$; $p < 0.05$), environmental ($r = 0.25$; $p < 0.05$), and internal CSR ($r = 0.47$; $p < 0.05$) were linked to increased perceptions of insider status.

Table 17

Relationships between corporate social responsibility and perceived insider status (n = 206)

	Perceived insider status
Philanthropic CSR	0.25
	< 0.000
Environmental CSR	0.25
	< 0.000
Internal CSR	0.47
	< 0.000

3.8. Relationship between corporate social responsibility and sense of community

The correlation matrix in Table 18 below presents the Pearson's Correlation Coefficients that were calculated in order to determine whether employees' perceptions of corporate social responsibility were related to their sense of community and, in turn, to establish the nature of those relationships. As can be seen in Table 18, the analysis produced mixed results.

None of the CSR subscales were significantly related to item 1 of the SCI-2. Philanthropic CSR ($r = 0.19$; $p < 0.05$) and internal CSR ($r = 0.33$; $p < 0.05$) were significantly, positively, and weakly to moderately related to overall sense of community, but environmental CSR was not.

Philanthropic CSR was significantly, positively, and weakly related to both benefits ($r = 0.22$; $p < 0.05$) and membership ($r = 0.16$; $p < 0.05$), indicating that higher levels of perceived philanthropic CSR were related to increased perceptions of obtaining benefits from the organisational community and a greater likelihood that they perceived themselves to be members of the organisational community, however was not significantly related to recognition. Environmental CSR was only significantly, positively, and weakly related to perceptions of membership ($r = 0.16$; $p < 0.05$), indicating that the more employees perceived their company to be engaged in doing good for the environment, the greater the likelihood that those employees felt a sense

of membership. Internal CSR was significantly, positively and weak to moderately related to both benefits ($r = 0.39$; $p < 0.0001$) and membership ($r = 0.26$; $p < 0.0001$), which implies that higher levels of perceived internal CSR were linked with higher levels of perceived benefits and membership, however internal CSR was not significantly related to recognition.

Table 18

Relationships between corporate social responsibility and sense of community

	Item 1 (SOC)	**Benefits**	**Membership**	**Recognition**	**Total SOC**
Philanthropic CSR	0.03 0.640 203	0.22 < 0.050 206	0.16 < 0.050 206	-0.02 0.720 206	0.19 < 0.050 206
Environmental CSR	-0.05 0.440 203	0.13 0.060 206	0.16 < 0.050 206	-0.14 0.050 206	0.13 0.060 206
Internal CSR	0.01 0.850 203	0.39 < 0.000 206	0.27 < 0.000 206	-0.26 0.710 206	0.33 < 0.000 206

3.9. Relationship between perceived insider status and self-reported organisational citizenship behaviour

Pearson's Correlation Coefficients were also calculated in order to determine whether self-reported organisational citizenship behaviour was related to perceived insider status.

Table 19

Relationships between perceived insider status and self-reported organisational citizenship behaviour (n = 206)

	Perceived insider status
OCBI	0.18 < 0.050
OCBO	0.48

	< 0.000

Table 19 above indicates that OCB targeted at the individual ($r = 0.18$; $p < 0.05$) was significantly, positively, and weakly related to perceived insider status. OCB targeted at the organisational level ($r = 0.48$; $p < 0.05$), was significantly, positively, and moderately related to perceived insider status. This suggests that increased perceptions of being an insider were linked to higher levels of organisational citizenship behaviour, as expected.

3.10. Relationship between sense of community and self-reported organisational citizenship behaviour

In order to establish whether sense of community was related to self-reported organisational citizenship behaviour, Pearson's Correlation Coefficients were calculated and are presented in the correlation matrix in Table 20 below.

As is evident in Table 20, overall sense of community ($r = 0.24$; $p < 0.05$), item 1 ($r = 0.21$; $p < 0.05$), benefits ($r = 0.24$; $p < 0.05$), membership ($r = 0.22$; $p < 0.05$), and recognition ($r = 0.17$; $p < 0.05$) were significantly, positively, and weakly related to OCBI. In addition, total SOC ($r = 0.56$; $p < 0.05$), benefits ($r = 0.51$; $p < 0.05$), and membership ($r = 0.55$; $p < 0.05$) were significantly, positively and moderately to strongly related to OCBO. Item 1 ($r = 0.23$; $p < 0.05$) and recognition ($r = 0.39$; $p < 0.05$) were also significantly and positively related to OCBO, but with weak to moderate strength. These results indicate, as expected, that greater perceptions of sense of community were linked to a greater propensity to engage in or at least to report organisational citizenship behaviour.

Table 20

Relationships between sense of community and self-reported organisational citizenship behaviour

	OCBI	**OCBO**
Item 1 (SOC)	0.21	0.23
	< 0.050	< 0.050
	203	203

Benefits	0.24	0.51
	< 0.050	< 0.000
	206	206
Membership	0.22	0.55
	< 0.050	< 0.000
	206	206
Recognition	0.17	0.39
	< 0.050	< 0.000
	206	206
Total	0.24	0.56
	< 0.000	< 0.000
	206	206

3.11. Mediation Models

In order to establish whether sense of community and perceived insider status (as representative of sense of belonging) mediated the relationships between different forms of corporate social responsibility and different types of organisational citizenship behaviour, it was necessary to conduct a series of simple and multiple regressions between the main variables. The results for the various combinations are presented below and are organised according to the four steps in establishing mediation proposed by Baron and Kenny (1986), Kenny (2014), Judd and Kenny (1981), and James and Brett (1984).

These four steps were conducted as follows:

1. Establishing the direct effect of the IVs on the DVs i.e. establishing the extent to which the IVs (philanthropic, environmental, and internal CSR) predicted the DVs (OCBI and OCBO).
2. Establishing the direct effect of the IVs on the mediators i.e. establishing the extent to which the IVs (philanthropic, environmental, and internal CSR) predicted the proposed mediators (PIS and SOC).
3. Establishing the direct effect of the mediators on the DVs i.e. establishing the extent to which the proposed mediators (PIS and SOC) predicted the DVs (OCBI and OCBO).

4. Establishing whether mediation occurred through establishing the extent to which both the various IVs and mediators predicted the DVs when entered concurrently into the predictive model (as appropriate on the basis of the first three steps) (Baron & Kenny, 1986; James & Brett, 1984; Judd & Kenny, 1981; Kenny, 2014; MacKinnon & Fairchild, 2009).

3.11.1 STEP 1: IV-DV

Table 21

Prediction of OCB by CSR

		R	R^2	Sig.	B	t	p-value	Tol.	VIF	C.I.
Phil CSR	**OCBI**	0.049	0.002	0.480	0.049	0.707	0.480	1.000	1.000	8.783
	OCBO	0.194	0.038	0.005	0.194	2.829	0.005	1.000	1.000	8.783
Envt CSR	**OCBI**	0.076	0.006	0.278	0.076	1.087	0.278	1.000	1.000	7.934
	OCBO	0.216	0.047	0.002	0.216	3.164	0.002	1.000	1.000	7.934
Int CSR	**OCBI**	0.061	0.004	0.383	0.061	0.875	0.383	1.000	1.000	11.755
	OCBO	0.304	0.092	0.000	0.304	4.555	0.000	1.000	1.000	11.755

As can be seen in Table 21 above, OCBI was not significantly predicted by any of the three CSR dimensions. However, OCBO was significantly predicted by all three of these CSR dimensions, namely philanthropic ($B = 0.19$; $p < 0.05$), environmental ($B = 0.22$; $p < 0.05$), and internal CSR ($B = 0.30$; $p < 0.05$). This indicated that only organisationally-oriented OCB could be predicted based on all three forms of perceived CSR activity.

3.11.2. STEP 2: IV-MED

Table 22

Prediction of the potential mediators by philanthropic CSR

		R	R^2	Sig.	B	t	p-value	Tol.	VIF	C.I.
Phil CSR	**PIS**	0.251	0.063	0.000	0.251	3.710	0.000	1.000	1.000	8.982
Phil CSR	**SOC**	0.188	0.035	0.007	0.188	2.730	0.007	1.000	1.000	8.783
Phil CSR	**Ben**	0.219	0.048	0.002	0.219	3.210	0.002	1.000	1.000	8.783

Phil CSR	**Mem**	0.160	0.026	0.021	0.160	2.322	0.021	1.000	1.000	8.783
Phil CSR	**Rec**	0.025	0.001	0.720	-0.025	-0.395	0.720	1.000	1.000	8.783

Table 22 above demonstrates that both PIS ($B = 0.48$; $p < 0.05$) and overall SOC ($B = 0.19$; $p < 0.05$) were significantly predicted by philanthropic CSR. Philanthropic CSR also significantly predicted the community benefits ($B = 0.22$; $p < 0.05$) and membership ($B = 0.16$; $p < 0.05$) subscales, with the exception of recognition. This indicated that perceived philanthropic CSR was a significant predictor of sense of belonging as represented by both perceived insider status and sense of organisational community, with the exception of community recognition.

Table 23

Prediction of the potential mediators by environmental CSR

		R	**R^2**	**Sig.**	**B**	**t**	**p-value**	**Tol.**	**VIF**	**C.I.**
Envt CSR	**PIS**	0.253	0.064	0.000	0.253	3.737	0.000	1.000	1.000	7.934
Envt CSR	**SOC**	0.131	0.017	0.061	0.131	1.886	0.061	1.000	1.000	7.934
Envt CSR	**Ben**	0.132	0.017	0.059	0.132	1.897	0.059	1.000	1.000	7.934
Envt CSR	**Mem**	0.163	0.027	0.019	0.163	2.361	0.019	1.000	1.000	7.934
Envt CSR	**Rec**	0.137	0.019	0.050	-0.137	-1.974	0.050	1.000	1.000	7.934

As is evident in Table 23, PIS ($B = 0.25$; $p < 0.05$) and the membership subscale of SOC ($B = 0.16$; $p < 0.05$) were both significantly predicted by environmental CSR, unlike overall SOC, benefits, and recognition, which were not. This indicates that perceived environmental CSR engagement was a significant predictor of a sense of membership within the organisational community and of perceiving oneself to be an organisational insider.

Table 24

Prediction of the potential mediators by internal CSR

		R	**R^2**	**Sig.**	**B**	**t**	**p-value**	**Tol.**	**VIF**	**C.I.**
Int CSR	**PIS**	0.471	0.221	0.000	0.471	7.616	0.000	1.000	1.000	11.755
Int CSR	**SOC**	0.329	0.109	0.000	0.329	4.983	0.000	1.000	1.000	11.755
Int CSR	**Ben**	0.394	0.155	0.000	0.394	6.126	0.000	1.000	1.000	11.755

Int CSR	**Mem**	0.267	0.071	0.000	0.267	3.954	0.000	1.000	1.000	11.755
Int CSR	**Rec**	0.026	0.001	0.711	-0.026	-0.371	0.711	1.000	1.000	11.755

Table 24 above shows that PIS ($B = 0.47$; $p < 0.05$), overall SOC ($B = 0.33$; $p < 0.05$), benefits ($B = 0.39$; $p < 0.05$), and membership ($B = 0.27$; $p < 0.05$) were all significantly predicted by internal CSR. Conversely, the recognition dimension of SOC was not significantly predicted by internal CSR. This indicates that perceived internal CSR engagement was a significant predictor of sense of belonging as represented by both perceived insider status and sense of organisational community, with the exception of community recognition.

3.11.3. STEP 3: MED-DV

It is important to note that, from this step onwards, OCBI was no longer considered as a DV because it was not significantly predicted by any of the three CSR types (i.e. the IVs), as evidenced in step 1. Additionally, the recognition subscale of SOC was not considered further as a potential mediator because, in step 2, it was not significantly predicted by any of the three types of CSR.

Table 25

Prediction of OCBO by the potential mediators

		R	**R^2**	**Sig.**	**B**	**t**	**p-value**	**Tol.**	**VIF**	**C.I.**
PIS	**OCBO**	0.485	0.235	0.000	0.485	7.913	0.000	1.000	1.000	8.982
SOC	**OCBO**	0.564	0.318	0.000	0.564	9.757	0.000	1.000	1.000	8.257
Ben.	**OCBO**	0.508	0.258	0.000	0.508	8.426	0.000	1.000	1.000	7.749
Mem.	**OCBO**	0.547	0.299	0.000	0.547	9.337	0.000	1.000	1.000	7.334

As can be seen in Table 25 above, both PIS ($B = 0.48$; $p < 0.05$) and SOC ($B = 0.56$; $p < 0.05$) significantly predicted OCBO, demonstrating that when employees felt a sense of community within their organisations and felt like insiders therein, their likelihood of engaging in OCBO was impacted. The results therefore indicated that employees' sense of belonging did predict their subsequent OCBO engagement.

3.11.4. STEP 4: MEDIATION

Table 26

Mediation of the relationship between philanthropic CSR and OCBO by PIS and SOC

		R	R^2	Sig.	B	t	p-value	Tol.	VIF	Cond. Index
Model 1	**Phil CSR**	0.490	0.240	0.000	0.077	1.224	0.222	0.937	1.067	8.911
	PIS				0.465	7.360	0.000	0.937	1.067	11.834
Model 2	**Phil CSR**	0.571	0.326	0.000	0.092	1.562	0.120	0.965	1.037	8.181
	SOC				0.547	9.324	0.000	0.965	1.037	11.660
Model 3	**Phil CSR**	0.515	0.265	0.000	0.087	1.412	0.159	0.952	1.051	8.002
	Ben				0.489	7.931	0.000	0.952	1.051	11.264
Model 4	**Phil CSR**	0.558	0.311	0.000	0.109	1.852	0.065	0.974	1.026	11.320
	Mem				0.530	8.974	0.000	0.974	1.026	7.437

Table 26 above demonstrates that the relationship between philanthropic CSR and OCBO was fully mediated by all of the sense of belonging variables. Specifically, when included in the regression model in conjunction with philanthropic CSR, PIS ($B = 0.46$; $p < 0.05$), total SOC ($B = 0.55$; $p < 0.05$), community benefits ($B = 0.49$; $p < 0.05$) and community membership ($B = 0.53$; $p < 0.05$) all remained significant predictors of OCBO, whilst philanthropic CSR was no longer a significant predictor in each case. These results indicated that perceived insider status and overall sense of community, as well as perceived benefits and membership of the (organisational) community, acted as full mediators of the relationship between philanthropic CSR and OCBO.

In addition, Sobel tests were carried out to establish whether the reduction in the mediation effect was significant for each model, in other words, to determine whether the reduction in the effect of philanthropic CSR on OCBO once PIS was included was significant. The results obtained indicated that PIS ($z = 3.384$; $p < 0.05$), overall SOC ($z = 2.625$; $p < 0.05$), benefits ($z = 3.009$; $p < 0.05$), and membership ($z = 2.268$; $p < 0.05$) were all significant mediators of the relationship between philanthropic CSR

and OCBO (please refer to Table 27 in Appendix P). As such, all four models outlined above were found to be significant.

However, this was not the case for the relationship between environmental CSR and OCBO. As can be seen in Table 28 below, only PIS fully mediated the relationship between environmental CSR and OCBO. This is evident because, when included in the regression model in conjunction with environmental CSR, PIS remained a significant predictor of OCB ($B = 0.46$; $p < 0.05$), whereas environmental CSR was no longer a significant predictor. Conduction of a Sobel test indicated that PIS created a significant reduction in the effect of environmental CSR on OCBO ($z = 3.361$; $p < 0.05$) (please refer to Table 29 in Appendix P)

The membership dimension of SOC partially mediated the relationship between environmental CSR and OCBO. A partial mediation occurs when both the IV and the mediator remain significant after adding them to the model together (Baron & Kenny, 1986; Kenny, 2014). When environmental CSR was entered into the regression model along with membership, both environmental CSR ($B = 0.1$; $p < 0.05$) and membership ($B = 0.56$; $p < 0.05$) remained significant, therefore indicating a partial mediation of the relationship between environmental CSR and OCBO. Results from the Sobel test indicated that membership also created a significant reduction in the effect of environmental CSR on OCBO ($z = 2.299$; $p < 0.05$), suggesting a significant mediation model (please refer to Table 29 in Appendix P). Therefore, both of the mediation models outlined in Table 28 below were significant.

It is important to note that Table 28 only presents the mediation results for PIS and the membership dimension because, in step 2, environmental CSR only significantly predicted these two sense of belonging variables.

Table 28

Mediation of the relationship between environmental CSR and OCBO by PIS and SOC

		R	R^2	Sig.	B	t	p-value	Tol.	VIF	Cond. Index
Model 1	**Envt CSR**	0.494	0.244	0.000	0.100	1.587	0.114	0.936	1.068	11.395
	PIS				0.459	7.282	0.000	0.936	1.068	8.360
Model 2	**Envt CSR**	0.562	0.316	0.000	0.131	2.219	0.028	0.973	1.027	10.545
	Mem				0.562	8.939	0.000	0.973	1.027	7.211

The final set of mediation models considered mediation of the relationship between internal CSR and OCBO, as evidenced in Table 30 below.

Table 30

Mediation of the relationship between internal CSR and OCBO by PIS and SOC

		R	R^2	Sig.	B	t	p-value	Tol.	VIF	Cond. Index
Model 1	**Int CSR**	0.492	0.242	0.000	0.097	1.407	0.161	0.779	1.284	14.530
	PIS				0.439	6.337	0.000	0.779	1.284	10.692
Model 2	**Int CSR**	0.578	0.334	0.000	0.132	2.182	0.030	0.891	1.122	14.335
	SOC				0.520	8.578	0.000	0.891	1.122	9.291
Model 3	**Int CSR**	0.520	0.271	0.000	0.123	1.880	0.062	1.000	1.000	14.392
	Ben				0.460	7.051	0.000	1.000	1.000	8.927
Model 4	**Int CSR**	0.571	0.326	0.000	0.170	2.843	0.005	0.929	1.077	14.323
	Mem				0.502	8.395	0.000	0.929	1.077	8.079

As can be seen in Table 30 above, testing for mediation of the relationship between internal CSR and OCBO by the sense of belonging variables produced mixed results. The relationship between internal CSR and OCBO was fully mediated by PIS and by the benefits dimension of SOC, and was partially mediated by overall SOC and the membership subscale.

It is evident that the relationship was fully mediated by PIS given that, subsequent to entering both internal CSR and PIS into the regression model conjunctively, PIS

remained a significant predictor of OCBO ($B = 0.44$; $p < 0.05$), whereas internal CSR was no longer a significant predictor of OCBO. Moreover, when internal CSR was added to the regression model in conjunction with the benefits dimension of SOC, internal CSR was no longer a significant predictor of OCBO, but the benefits dimension did become a significant predictor ($B = 0.46$; $p < 0.05$). Sobel tests revealed that both PIS ($z = 5.468$; $p < 0.05$) and community benefits ($z = 4.988$; $p < 0.05$) caused a highly significant reduction in the effect of internal CSR on OCBO, indicating a significant mediation for both of these models (please refer to Table 31 in Appendix P).

Overall SOC partially mediated the relationship between internal CSR and OCBO, given that both internal CSR ($B = 0.13$; $p < 0.05$) and SOC ($B = 0.52$; $p < 0.05$) remained significant after adding them both conjointly to the regression model. Similarly, membership partially mediated the relationship between internal CSR and OCBO, as both membership ($B = 0.304$; $p < 0.05$) and internal CSR ($B = 0.170$; $p < 0.05$) remained as significant predictors of OCBO when entered into the regression. The reduction of the effect of internal CSR on OCBO caused by both overall SOC ($z = 4.404$; $p < 0.05$) and community membership ($z = 3.653$; $p < 0.05$) was also notably significant as indicated by Sobel tests (please refer to Table 31 in Appendix P). It is thus evident that all four mediation models outlined in Table 30 above were significant.

3.11.5. Multicollinearity

In order to determine whether multicollinearity presented a significant problem for the mediation models displayed above, it was necessary to examine the tolerance value, the VIF, and the condition index in each case. All of the tolerance values exceeded 0.4, indicating that they were not problematic (Lomax & Hahs-Vaughn, 2013). Similarly, the VIF values for each step were within the acceptable range, given that they were all close to 1 (VIF's that exceed 10 or, in weaker models, are greater than 2.5, are said to be problematic) (Coumarbatch et al., 2010). The condition indices for each step were all less than 30, suggesting that multicollinearity did not pose a problem for any of the regression models in any of the steps (Lomax & Hahs-Vaughn, 2013). In light of these three multicollinearity statistics, it is evident that multicollinearity was not a concern for the mediation models presented above.

Chapter 4: Discussion

A substantial amount of research has been conducted on both corporate social responsibility (CSR) and organisational citizenship behaviour (OCB) as distinct constructs, as well as their relationships with numerous other variables of interest, including economic performance (Balabanis et al., 1998; Paul & Siegel, 2006), job satisfaction (Tziner et al., 2011; Valentine & Fleischman, 2008; Williams & Anderson, 1991), and organisational commitment (Schappe, 1998; Turker, 2009; Williams & Anderson, 1991). However there appears to be relatively little research that has been conducted regarding the link between CSR and OCB, particularly within the South African context. Moreover, it can be argued to follow logically that if relationships between various CSR activities and different OCB behaviours exist, then these may be influenced by employees' sense of belonging in their organisation (Gond et al., 2010; Masterson & Stamper, 2003; Rupp et al., 2006). Whilst this proposition is sensible theoretically, it does not yet appear to have been explored empirically.

As such, the primary aim of this study was to establish whether there were relationships between different forms of CSR activity and types of OCB as experienced in a sample of 206 employees from a variety of organisations and positions; as well as the nature of these relationships. Moreover, the study aimed to determine whether these relationships were mediated by a sense of belonging, as represented by perceived insider status (PIS) and sense of (organisational) community (SOC), within the sample. This chapter will discuss the results of the analyses in reference to relevant literature, highlight the strengths and limitations of the study, and lastly offer possible directions for future research.

4.1. Contextualising the findings

4.1.1. Psychometric properties of the instruments

Firstly, it was necessary to establish the factor structure of the external and internal CSR scales adopted in the present study. Although these CSR scales were developed in South Africa as part of a research project conducted by Pitt (2012) and thus had an

existing factor structure, it was nevertheless necessary to determine how closely this pre-existing factor structure aligned with the one established in the sample for the present study.

The results of the exploratory factor analysis conducted in the present study seemed to match closely to the original factor structure proposed by Pitt and Siemers (2012, as cited in Pitt, 2012), which suggested that the scale consisted of three distinct factors, namely philanthropic CSR, environmental CSR, and internal CSR. The same three factors were extracted in the current study, thus representing the CSR subscales presented by Pitt and Siemers (2012, as cited in Pitt, 2012) in their original conception of the scale. In light of this, and given the fact that both the current study and the one conducted by Pitt (2012) were carried out in South Africa, the original three-factor structure established by Pitt and Siemers (2012, as cited in Pitt, 2012) was adopted.

Pitt and Siemers (2012, as cited in Pitt, 2012) found that each of the three CSR subscales (philanthropic, environmental, and internal CSR) demonstrated good internal consistency reliability. The philanthropic dimension produced a Cronbach's Alpha of 0.91, suggesting a very high internal consistency between the items contained in this subscale. The environmental dimension also produced a high Cronbach's Alpha value ($\alpha = 0.92$), as did the aspects of the internal CSR dimension-gender ($\alpha = 0.86$); race ($\alpha = 0.87$); sexual orientation ($\alpha = 0.77$), and disability ($\alpha = 0.78$). In the present study, internal consistency reliability for the CSR scale was also found to be high. The philanthropic CSR dimension produced a Cronbach's Alpha of 0.91 and both the environmental and internal CSR dimensions produced Cronbach's Alpha values of 0.92. It is therefore evident that the CSR scale adopted in this research adequately assessed the construct of interest for this scale, namely perceptions of corporate social responsibility.

It was also important to establish the factor structures of the perceived insider status (PIS) and sense of community (SOC) scales, in order to determine their validity as either a composite or distinct measure of sense of belonging. The results of the first exploratory factor analysis, which incorporated both the PIS scale and the sense of

community index 2 (SCI-2), indicated that PIS and SOC represented two distinct aspects of sense of belonging, and it was therefore necessary to treat them as independent constructs in the present study. Upon establishing the independence of the sense of belonging measures, it was necessary to conduct exploratory factor analyses on both the PIS scale and the SCI-2 separately. This was important given that neither of these scales appear to have been notably utilised in the South African context, and do not yet appear to have been used as measures of sense of belonging within this context.

The results of the PIS factor analysis, which indicated that all of the PIS items loaded on a single factor, supported the original structure established by Stamper and Masterson (2002). As such, it was decided that the PIS scale was suitable for use within the current study. Contrary to the factor analysis conducted on the PIS scale, the factor analysis conducted on the SCI-2 provided a significantly different structure to the one originally proposed by Chavis et al. (2008). The original SCI-2 structure is theoretically purported to consist of four factors, namely reinforcement of needs, membership, influence, and shared emotional connection (Chavis et al., 2008). However, the results obtained in the current study suggested that three factors be extracted. Conceptually, these three factors could be classified as community benefits, community membership, and community recognition. Given the substantial difference between the original SCI-2 structure and the one established in this study, it was decided to adopt the revised three-factor structure that emerged from the present results.

Both the PIS scale and SCI-2 scale with the revised structure applied demonstrated good internal consistency reliability. The overall PIS scale produced a very high Cronbach's Alpha value of 0.92. The Cronbach's Alpha value for the benefits subscale of the SCI-2 was also very high ($\alpha = 0.93$). The membership subscale produced a Cronbach's Alpha of 0.89 and the recognition subscale produced a Cronbach's Alpha of 0.76, all of which indicate good internal consistency reliability for the SCI-2, suggesting that the scale adequately assessed sense of (organisational) community.

The investigation outlined above was useful in establishing the psychometric suitability of the measures within the South African context. Each of the abovementioned measures produced Cronbach Alpha values greater than 0.7, indicating good internal consistency reliability for the measures when applied to a South African sample. The internal validity of the scale structures was also supported through the factor analyses conducted. These analyses indicated that the measures were therefore psychometrically sound and, more importantly, suitable for use within the South African context.

4.1.2. Key variables in the sample

In order to determine levels of CSR, self-reported OCB, PIS, and SOC within the sample obtained, descriptive statistics and histograms were utilised. Levels of perceived internal CSR appeared to be slightly high, whereas levels of both philanthropic and environmental CSR were roughly average. Given that this study assessed employee perceptions of CSR, it seems logical to suggest that levels of perceived internal CSR might have been slightly higher than those of philanthropic and environmental CSR because employees are likely to have a more robust perception of the CSR activities that occur within their immediate environment as opposed to those CSR initiatives that occur external to their daily context (Hansen et al., 2011; Pitt, 2012). This might be the reason why internal CSR was reported as slightly higher than the other dimensions.

Another potential reason for perceptions of internal CSR being slightly higher in the sample might link to the legislative significance of internal CSR practices as opposed to external CSR activities. Internal CSR is directly linked to important policies such as those that prescribe adherence to the Employment Equity Act (Republic of South Africa, 1998) and transformational policies such as Black Economic Empowerment (BEE) (Republic of South Africa, 2014) and Affirmative Action (AA) (Republic of South Africa, 1998) that strive for the redress of past inequities. These policies strongly discourage and/or prohibit unfair discrimination and promote equitable treatment of employees based on a number of variables such as race, gender, marital status, ethnic origin, sexual orientation, HIV status, or disability; these relate directly to the aspects measured by the internal CSR scale used in the current study. External CSR is also linked to legislation but not as directly; and its subsequent impact within

the company itself is therefore likely to be less powerful on employee perceptions than internal CSR, given that it is more 'removed' from their day-to-day environment (Aguilera, Rupp, Williams, & Ganapathi, 2007; Matten & Moon, 2008; Ofori, 2006; Pitt, 2012). The legislative importance of internal CSR might therefore explain why employees tend to perceive it more than they do external CSR.

It is also possible that, because quite a substantial portion of the sample (18.96%) had only been working in their current positions for less than a year, they may have been more perceptive of the internal operations of the firm as opposed to external activity, simply because they had had a shorter period of time to be exposed to these external initiatives.

In terms of OCB, levels of both OCBI and OCBO appeared to be average within the sample. Although not unexpected given the large sample size, these findings differed slightly from those uncovered in a South African study conducted by Ramsden (2013). In assessing the links between emotional intelligence and OCB (both self-reported and perceived in others), Ramsden (2013) found that levels of self-reported OCBO were fairly high, indicating that participants tended to report that they engaged more in OCB targeted at the organisation than at individuals. The discrepancy between these findings may simply be an artefact of the specific organisations in which the employees sampled worked; and the fact that the organisations represented in the samples were different in terms of field, size, culture, and structure (Akinbode, 2011; Olasupo, 2011; Turnipseed, 1996).

As expected given the large sample size, levels of PIS and overall SOC (as applied to the organisation) within the sample were roughly average. Levels of perceived community benefits and membership also appeared to be average, whereas levels of perceived recognition within the organisational community seemed to be slightly higher. There are many possible reasons for this, including that it might simply be an artefact of the specific organisations in which the sample of employees worked. Alternately, it might be attributable to a particular company's formal and informal reward systems, which might create the impression that being a part of that organisation leads to informal verbal recognition by co-workers and superiors, or to

more formal rewards such as bonuses (Brass, 1984; Burroughs & Eby, 1998; Dávila & García, 2012).

4.1.3. Relationships between employee perceptions of corporate social responsibility and self-reported organisational citizenship behaviour

One of the primary aims of this study was to investigate the nature of the relationship between perceived corporate social responsibility and self-reported organisational citizenship. More specifically, the aim was to investigate the nature of the relationships between three distinct types of CSR (philanthropic, environmental, and internal) and two key aspects of OCB (OCB targeted at the individual versus targeted at the organisation). Based on the literature, it was hypothesised that higher perceptions of philanthropic, environmental, and internal CSR would be positively related to engagement in both OCBI and OCBO (**Hypothesis 1**).

An investigation of the abovementioned relationships produced mixed results. Interestingly, none of the three types of CSR were significantly related to self-reported OCB targeted at the individual level (OCBI). However, significant, weak-moderate, positive correlations were found between the three types of CSR and OCB targeted at the organisational level (OCBO). It can therefore be said that, for the sample in the current study, perceptions of philanthropic, environmental, and internal CSR were related to an increased likelihood to report or engage in OCBO but not OCBI.

This has important implications regarding the type of OCB that CSR is able to influence and, more specifically, indicates that perceptions of philanthropic, environmental, and internal CSR relate to the organisationally-targeted OCB carried out by employees, but not their individually-oriented OCB. This suggests that whilst employee perceptions of their organisation's CSR activities are associated with behaviours that benefit the organisation, such as expressing loyalty toward the organisation, these perceptions do not have the same influential power over individual-level behaviours, such as assisting a colleague who has been absent (Lee & Allen, 2002).

These results are somewhat surprising because one would expect perceptions of internal CSR to be linked to OCBI. Internal CSR activities are related to policies that prevent discrimination and promote equitable treatment based on gender, sexual orientation, race, or disability (Pitt, 2012). It would therefore seem logical to expect that employee perceptions of the implementation (or lack thereof) of such policies within their company would factor into their OCBI, considering that OCBI encompasses the notion of showing genuine concern and courtesy towards co-workers (Lee & Allen, 2002). It is possible, however, that employees perceive internal CSR activity as having more of a macro-level impact as opposed to an individual-level impact, therefore explaining why perceptions of internal CSR were not linked to OCBI. In other words, employees might perceive the implementation of internal policy as an activity that affects the organisation overall as opposed to their interactions with other employees as individuals; and may view internal CSR practices as part of wider organisational policy and operation rather than as relevant to their everyday behaviour on a peer-to-peer basis (Aguilera et al., 2007; Galbreath, 2006; Rupp et al., 2006). This may explain the lack of relationship between perceptions of internal CSR and OCBI.

However it is unsurprising that all three types of CSR were associated with a greater degree of OCBO; as it was expected that if employees perceived that their organisation had invested in CSR both internal and external to the company, their subsequent loyalty and input to the organisation would increase or improve (Rupp et al., 2006; Van Prooijen et al., 2004). This is because a company that invests in both internal and external CSR demonstrates that they are not only actively assisting the wider community or environment, but are also investing in their own employees (DeGan, 2010; Tziner, 2013). It is therefore understandable that employee perceptions of both internal and external investment in CSR relate to engagement in OCBO, which consists of taking on extra work assignments, volunteering for work-related committees, offering ideas to improve organisational functioning, attending non-compulsory after-hours work events, and generally expressing loyalty toward the organisation (De Léon & Finkelstein, 2011; Latham & Skarlicki, 1995; Lee & Allen, 2002).

These findings indicate that there were significant links between CSR and OCBO, as was expected based on the literature, which supports the suggestion that employee perceptions of CSR may influence employee behaviours (Rupp et al., 2006).

4.1.4. The relationship between perceived insider status and sense of community

A secondary aim of the present study was to determine whether sense of belonging, as represented by perceived insider status (PIS) and sense of (organisational) community (SOC), mediated the abovementioned relationship between CSR and OCB. Having established that PIS and SOC could be considered as distinct measures of sense of belonging, it was also necessary to determine whether or not these constructs were related. The results indicated that SOC and PIS were significantly, moderately, and positively related. This implies that a heightened sense of (organisational) community fostered increased perceptions of being an insider within the organisation, or similarly, that perceptions of being an organisational insider were linked to a greater sense of (organisational) community.

This was as expected based on the literature, given that reinforcement of needs, perceptions of influence, shared emotional connection, and especially feelings of membership that characterise a sense of community can logically be linked to the subsequent perception that one is an insider within that (organisational) community (Masterson & Stamper, 2003; McMillan & Chavis, 1986). Similarly, the perception that one is an 'insider' within the organisation contributes to a sense of (organsiational) community by enhancing contributing factors such as feelings of membership and a shared emotional connection (Masterson & Stamper, 2003; McMillan & Chavis, 1986). These findings therefore align with the theoretical argument provided in the literature review, which suggested that perceptions of belongingness relate to both perceived insider status and a sense of community.

4.1.5. Relationships between employee perceptions of corporate social responsibility, perceived insider status, and sense of (organisational) community

It was also necessary to establish the nature of the links between CSR and the two proposed mediating variables (PIS and SOC). A significant, positive, and weak-moderate relationship between CSR and PIS was found, suggesting that higher levels of the three types of CSR perceived by employees were linked to increased

perceptions of being an insider. This was as expected based on the literature, which suggests that employee perceptions that CSR is well executed by the company in question should relate to a greater sense of employee identification with the organization, and, subsequently, a perception that one is part of that organisation's community (Masterson & Stamper, 2003; Rupp et al., 2006). Based on this theoretical argument, it can be proposed that CSR perceptions have important implications for consequent perceptions of insider status within the organisation.

In contrast to the relationship between CSR and PIS, investigation of the relationship between CSR and SOC produced mixed results. The philanthropic and internal dimensions of CSR were significantly and positively linked to overall SOC with weak-moderate strength, whereas environmental CSR was not found to have a significant relationship with overall SOC. In terms of the SOC subscales, philanthropic CSR was found to be linked to both the benefits and membership dimensions of SOC. Subsequently, this indicated that increased employee perceptions of external philanthropic CSR were linked to increased perceptions of membership within the organisational community as well as increased perceptions that being a part of this community was beneficial.

Internal CSR was also significantly and positively related to both the benefits and membership dimensions of SOC with weak-moderate strength, but not to the recognition dimension. This finding suggests that the more employees perceive their company to be engaging in CSR internally, the greater the likelihood that these employees will perceive themselves to be members of an organisational community that is beneficial to them.

One could offer several reasons for the specific link between both philanthropic and internal CSR with only the benefits and membership dimensions of SOC, and not the recognition aspect. One possible explanation is that when employees perceive philanthropic and internal CSR enactment by their company, both of these types of CSR translate to the notion that the company cares about its employees and the wider community (Rupp et al., 2006). If employees perceive this care both internal and external to the company, then it is logical to suggest that being part of a company that cares becomes more desirable; and it becomes more likely that employees will see

themselves as part of that caring organisational community (Masterson & Stamper, 2003; Umphress et al., 2003). In contrast, recognition may not be as closely linked to how employees perceive being part of the organisational community - it is possible that this specific sample placed less emphasis on recognition as a determinant of belongingness (Merali, 2010; Rothman, Diedricks, & Swart, 2013). Rupp et al. (2006) suggest that many factors other than recognition satisfy relational needs, and meeting these relational needs can be said to contribute to a sense of community. For example, given the right amount of intrinsic motivation, employees are able to meet three key psychological needs highlighted by Gagné and Deci (2005), namely autonomy, competence, and relatedness. The feeling of belongingness engendered when these psychological needs are met might also explain why recognition is not absolutely essential to feeling a sense of community, at least for this particular sample.

Interestingly, environmental CSR was only found to have a significant, positive, and weak relationship with community membership, indicating that increased perceptions of CSR activity targeted at environmental sustainability were linked to increased perceptions of membership within the organisation. These findings suggest that the type of SOC evoked by perceived environmental CSR is very specific. The higher the level of perceived environmental CSR engagement within the organisation by its employees, the greater the likelihood that these employees felt a sense of membership within that organisation or perceived themselves to be an insider within the organisation.

This distinct impact made by perceptions of environmental CSR might be explained by the concepts of external prestige and subsequent organisational identification. Engaging in environmentally-friendly behaviours, whilst vital, are still seen as progressive in the contemporary workplace and are not necessarily carried out or encouraged by every organisation (Saha & Darnton, 2005). Pro-environmental behaviours, 'green' office buildings, and even manufacturing processes are now becoming popular for companies that wish to maximise their competitive edge and 'social' appeal (Esty & Winston, 2009; Saha & Darnton, 2005). One could even go as far as suggesting that environmentally-friendly or 'green' businesses have become glamourised. This hype can be said to contribute to the company's external prestige, which is not only known to the wider society, but most importantly will be perceived

by employees within the company itself (Smidts, Van Riel, & Pruyn, 2000). The extent to which an organisation is perceived as prestigious by its employees has been argued to influence their identification with the organisation, given that prestige contributes to the company's visibility and distinctiveness, thus facilitating increased awareness of membership within that organisation (Smidts et al., 2000). This might explain why employee perceptions of CSR targeted toward the environment were positively related to a sense of membership within the organisation.

4.1.6. Relationships between perceived insider status, sense of (organisational) community, and OCB

Furthermore, it was important to establish whether the sense of belonging variables (PIS and SOC) could be linked to OCB. Both PIS and overall SOC were found to be significantly and positively related to both OCBI and OCBO with weak-moderate strength, indicating that an enhanced sense of community as well as increased perceptions of being an insider within that community were linked to a greater likelihood to engage in OCB targeted at both an individual and organisational level. Additionally, all three dimensions of SOC (namely; benefits, membership, and recognition) were significantly and positively related to both OCBI and OCBO. This shows that greater employee perceptions of community benefits, membership, and recognition were linked to a greater tendency to engage in or report both individual- and organisational-level OCB.

The abovementioned finding is congruent with the notion of perceived organisational ownership and its subsequent influence on behaviour. When employees feel that they belong within their organisational community, it is logical to suggest that this is likely to enhance their feeling of ownership for the organisation, since they feel that they can identify with it and therefore feel a greater sense of control over their organisational environment (Dávila, & García, 2012; Gond et al., 2010; Mayhew, Ashkanasy, Bramble, & Gardner, 2007). Van Dyne and Pierce (2004) highlight that the notion of psychological ownership for the organisation, which they define as a possessive feeling that some object is 'mine' or 'ours', has received increasing attention from researchers as a potentially important predictor of employee attitudes and behaviours. Furthermore, they stress "the importance of possessions and

ownership in influencing human attitudes, motivation, and behaviour" (Van Dyne & Pierce, 2004, p. 440).

Van Dyne and Pierce (2004) suggest that the psychology of possession is linked to the self-concept, which explains its influential power over behaviour. They argue that feelings of ownership cause people to view tangible and intangible possessions, such as their organisation, as part of the extended self (Van Dyne & Pierce, 2004). Moreover, this incorporation of the organisation into the self-concept triggers a sense of responsibility for that organisation, which manifests in behaviours such as organisational citizenship. In their study, Van Dyne & Pierce (2004) discovered that psychological ownership was in fact linked to organisational citizenship behaviour. It is therefore unsurprising that a sense of belonging was found to relate to OCB engagement in the present study.

4.1.7. Mediation Models

In order to determine whether sense of belonging mediated the various relationships between CSR and OCB, a series of simple and multiple regressions were calculated between the main variables. Each of these models were constructed by establishing the extent to which the IVs predicted the DVs, the extent to which the IVs predicted the proposed mediators, the extent to which the proposed mediators predicted the DVs, and lastly, by re-examining the nature of the relationships between the IVs and DVs after entering the proposed mediators. The discussion to follow will be outlined according to these four main steps in establishing mediation. Subsequently, the ten mediation models that resulted will be explored further.

4.1.7.1. STEP 1: IV-DV

As expected based on the correlational findings, the results obtained indicated that OCBI was not significantly predicted by any of the three types of CSR, namely philanthropic, environmental, and internal CSR. Conversely, all three CSR dimensions significantly predicted OCBO. This has important implications for delineating the type of OCB behaviour generated by perceived CSR activity. More specifically, the findings suggest that employee perceptions of their organisation's CSR activities will encourage engagement in citizenship behaviours that benefit the organisation (OCBO). However, based on the specific findings in the present study,

the same cannot be said for influencing engagement in individual-level citizenship behaviours (OCBI).

Given that OCBI was not significantly predicted by any of the three types of CSR, it was only necessary to examine mediation of the relationships between the three forms of CSR activity and OCBO.

4.1.7.2. STEP 2: IV-MEDIATOR

It was found that philanthropic CSR significantly predicted PIS and overall SOC. The benefits and membership subscales of SOC were also significantly predicted by philanthropic CSR, but not the recognition subscale. This was expected based on the correlations and indicates that employee perceptions of external CSR that involve some kind of charitable activity in the wider community influence perceptions of community benefits and membership, but not a sense of recognition in that community. Internal CSR was also found to predict sense of belonging in terms of PIS, overall SOC, benefits, and membership. However, recognition was not significantly predicted by internal CSR. This corresponds with the correlations that were performed, which also indicated that overall SOC and the benefits and membership subscales were linked to internal CSR, whereas recognition was not correlated with internal CSR. As explored when describing the correlational findings, the fact that recognition was the only aspect of SOC that did not predict internal CSR might simply be attributable to the relational needs of this specific sample in that community recognition was not an important determinant of belongingness for this group (Merali, 2010; Rothman et al., 2013; Rupp et al., 2006).

Environmental CSR significantly predicted PIS and the membership subscale of SOC. However, overall SOC, as well as the benefits and recognition subscales, were not significantly predicted by environmental CSR. These results link back to the correlations that were calculated, which also indicated that only the membership subscale was significantly related to environmental CSR. As mentioned as part of the correlational findings, this may be attributable to notions of prestige created by perceived environmental CSR specifically, subsequently influencing organisational identification and a sense of community membership (Smidts et al., 2000).

Given that the recognition subscale of SOC was not significantly predicted by any of the three forms of CSR, it was excluded from further analyses.

4.1.7.3. STEP 3: MEDIATOR-DV

PIS, overall SOC, benefits, and membership all significantly predicted OCBO, indicating that, for the most part, a general sense of belonging predicted OCBO. This suggests that, for this particular sample, the more the employees felt that they belonged within their organisational community, the greater the likelihood that they would engage in OCB targeted at the organisational level. As explained based on the correlational findings, the influence of PIS and SOC on OCBO engagement might be attributable to the notion of perceived psychological ownership of the organisation, which has an influence on employee behaviour. In other words, the sense of belonging created by employees' PIS and SOC within the workplace is likely to translate into a subsequent feeling of identification with or ownership of the organization (Burroughs & Eby, 1998; Mayhew et al., 2007; Rupp et al., 2006; Smidts et al., 2000). This psychological acceptance of the company as part of the extended self has been shown to influence responsibility to the organisation, which has a positive impact on behaviours such as OCB (Van Dyne & Pierce, 2004).

4.1.7.4. STEP 4: MEDIATION

(a) Mediation of the relationship between philanthropic CSR and OCBO by the sense of belonging variables

The relationship between philanthropic CSR and OCBO was fully mediated by all of the sense of belonging variables, namely PIS, overall SOC, benefits, and membership, as evidenced in Figures 15, 16, 17 and 18 (please refer to Appendix Q). The results obtained from the Sobel tests indicated that all four of these mediation models accounted for a significant reduction in the effect of philanthropic CSR on OCBO, further solidifying the importance of these mediators in explaining the relationship between philanthropic CSR and OCBO.

Figure 15 in Appendix Q indicates that the abovementioned relationship was fully mediated by PIS. This finding suggests that in order for perceived external CSR that is philanthropic in nature to predict subsequent OCBO engagement, these perceptions

have to first predict perceived insider status within the organisational community. As such, for the present sample, the more philanthropic CSR engagement perceived by employees, the greater their feeling of being an insider within the organisational community was, which subsequently led to an increased likelihood that they would engage in organisational-level OCB. The findings in Figure 16 in Appendix Q demonstrate the same pattern, however the relationship was mediated by SOC. This finding implies that positive perceptions of the company's philanthropic CSR enactment foster a sense of community, which subsequently predicts increased engagement in OCBO.

Given the fact that recognition dimension of SOC was not significantly predicted by philanthropic CSR, as established in Step 2 of the mediation approach and supported by the correlational findings, recognition was not considered as a potential mediator of the relationship between philanthropic CSR and OCBO. However, Figure 17 and Figure 18 in Appendix Q demonstrate that the relationship between philanthropic CSR and OCBO was fully mediated by both the benefits and membership subscales of SOC. Full mediation by community benefits and membership indicates that the more employees perceived their company to be engaging in philanthropic CSR, the higher their subsequent perception of membership within and benefits from their community, leading to a greater propensity to engage in OCB targeted at the organisational level.

In summary, the four models mentioned above suggest that employee perceptions of philanthropic CSR increase OCBO engagement by firstly engendering a sense of belonging through community benefits and feelings of community membership and, secondly, by enhancing perceived insider status which facilitates the aforementioned sense of belonging. These findings have important implications for the contemporary workplace, a workplace defined by an increasing pressure to enhance social sustainability (Dyllick & Hockerts, 2002). If organisations maximise their engagement in philanthropic CSR and ensure that this is made visible to employees, they are likely to impact upon employee's perceptions of philanthropic CSR, which, as evidenced by the findings above, will influence their sense of belonging within the organisation. This sense of belonging experienced by employees consequently increases the likelihood that they will voluntarily support and contribute to the

organisation via OCBO engagement. Given that OCB (whether targeted at an individual or organisational level) has been shown to promote productivity and the effective functioning of the organisation overall (Babcock-Roberson & Strickland, 2010; De Léon & Finkelstein, 2011; Messer & White, 2006; Organ, 1997; Podsakoff et al., 1997), the findings explored above appear to have substantial importance for potentially enabling organisations to maximise their organisational performance through CSR and OCB initiatives.

(b) Mediation of the relationship between environmental CSR and OCBO by the sense of belonging variables

As can be seen in Figure 19 and Figure 20 (refer to Appendix Q), PIS was found to be a full mediator of the relationship between environmental CSR and OCBO, whereas the membership dimension of SOC was found to be a partial mediator of this relationship. This suggests that the greater employees' perceptions of their company's environmental CSR engagement is, the greater their perception of being an organisational insider, and thus the greater the likelihood that they will engage in OCB that benefits the organisation. It also indicates that the link between employee perceptions of environmental CSR and OCB targeted at the organisation can partially be accounted for or explained by employees feeling a sense of membership within the organisational community. Conduction of Sobel tests further supported PIS and membership as significant mediators as both significantly reduced the effect of environmental CSR on OCBO.

These findings are particularly interesting given that they seem to suggest that, whilst creating a sense of (organisational) community membership through environmental CSR engagement is somewhat impactful, it does not appear to be as strong as the effect that engendering perceptions of being an insider will create. This may link back to the notion of prestige and subsequent organisational identification discussed previously (Smidts et al., 2000). Perhaps employee perceptions of environmental CSR considerably influence employee identification with the organisation, subsequently engendering a stronger perception that one is part of the 'in-group'; a concept that forms the theoretical basis of PIS (Smidts et al., 2000; Stamper & Masterson, 2002). This implies that environmental CSR evokes a very specific type of sense of

belonging by fostering organisational identification amongst employees, which in turn contributes to them engaging in OCBO.

(c) Mediation of the relationship between internal CSR and OCBO by the sense of belonging variables

As evidenced in Figures 21, 22, 23, and 24 (please see Appendix Q), the relationship between internal CSR and OCBO was found to be fully mediated by PIS and the benefits dimension of CSR, whereas this same relationship was partially mediated by overall sense of community and by community membership. Moreover, PIS, overall SOC, community benefits, and community membership all accounted for a significant reduction in the effect of philanthropic CSR on OCBO, further solidifying the importance of these mediators in explaining the relationship between internal CSR and OCBO.

Figure 21 in Appendix Q demonstrates that the relationship between perceived internal CSR and self-reported OCBO was fully mediated by perceived insider status. This result implies that when employees perceived that their organisation was actively invested in implementing CSR policy and behaviour within the company itself, these employees tended to feel more like organisational insiders; and this enhanced perception of insider status led to an increased likelihood to participate in OCBO. As can be seen in Figure 22 in Appendix Q, SOC benefits also fully mediated the relationship between internal CSR and OCBO, demonstrating that higher perceptions of internal CSR influenced subsequent perceptions of community benefit, which in turn predicted greater OCBO engagement.

Figure 23 and Figure 24 (see Appendix Q) present mediation models which demonstrate that both overall sense of community and the membership dimension of SOC partially mediated the relationship between internal CSR and OCBO. This suggests that the link between greater perceived internal CSR activity and greater OCBO engagement was somewhat accounted for by both a general sense of organisational community and through feeling a part of said organisational community.

(d) Overall explanation of the mediation findings

On the basis of the literature, it was hypothesised that perceived insider status would fully mediate the relationship between the three types of CSR activity (philanthropic, environmental, and internal) and OCB (**Hypothesis 2a**). Figures 15, 19, and 21 in Appendix Q demonstrate that perceived insider status fully mediated the relationships between all three types of CSR and OCBO. Consequently, it can be deduced that, within the current sample, employee perceptions of corporate social responsibility predicted their perceived insider status and, in turn, influenced their tendency to engage in organisationally-oriented OCB. The relationship between the three types of CSR and OCBI were not considered given that the correlations indicated that none of the CSR types were related to OCBI and that Step 1 of the mediation process confirmed that OCBI was not predicted by any of the three types of CSR.

It was also hypothesised that sense of community (general, membership, benefits, and recognition) would fully mediate the relationship between the three types of CSR activity (philanthropic, environmental, and internal) and OCB (**Hypothesis 2b**). Overall sense of community was found to fully mediate the relationship between philanthropic CSR and OCBO (as can be seen in Figure 16; Appendix Q), yet only partially mediated the relationship between internal CSR and OCBO (as can be seen in Figure 23; Appendix Q). Neither environmental CSR nor OCBI were considered as the conditions for mediation were not met in the earlier steps for these variables.

Figures 17 and 22 (see Appendix Q) indicate that community benefits partially mediated the relationship between philanthropic CSR and OCBO, but fully mediated the relationship between internal CSR and OCBO. Based on Figures 18, 20, and 24 (refer to Appendix Q) it is evident that a sense of community membership fully mediated the relationship between philanthropic CSR and OCBO, but only partially mediated the relationships between environmental CSR and OCBO, and between internal CSR and OCBO. The partial mediation by environmental and internal CSR suggests that membership cannot fully account for the prediction of OCBO by either type of CSR and therefore implies that there may be a number of other variables that need to be explored as potential mediators of the relationship between CSR and OCBO. For example, Suresh and Venkatammal (2010) suggest that employee's individual personality characteristics are likely to influence their OCBO engagement

however it is unlikely that employee perceptions of CSR will impact upon their personality traits. Suresh and Venkatammal (2010) also propose that organisational characteristics such as organisational climate and organisational commitment are likely to impact upon employee engagement in OCB. Given that Brammer, Millington, and Rayton (2007) highlight the impact of CSR on these types of organisational characteristics, these may be viable as alternate potential mediators of the relationship between CSR and OCB.

4.2. Conclusions

This study has uncovered some interesting findings concerning the specific links between employee perceptions of CSR and self-reported OCB, as well as the way in which this particular relationship is influenced by a sense of belonging within the organisation.

Given that the CSR scale appeared to have only been applied in South Africa by the developers, Pitt and Siemers (2012), and considering that the SCI-2 does not appear to have been widely adopted within the South African context, it was important, particularly for these two measures, that factor analyses be conducted using the specific sample acquired for the present study. As expected, based on the fact that the CSR scale had been developed within the South African context, the factor structure in this study was almost identical to the one established by Pitt and Siemers (2012). However, it is interesting to note that application of the SCI-2 in the current study produced a factor structure that was considerably different to the one originally proposed by Chavis et al. (2008). The original scale posits that sense of community contains the following subscales: reinforcement of needs, membership, influence, and shared emotional connection. However, the only subscale that remained present in this study was the membership subscale. The remainder of the items seemed to fall logically into either a benefits or a recognition dimension. It may therefore be important for the structure of the SCI-2 to be investigated within different contexts, as will be discussed below as a potential future research direction.

It was also interesting to find that perceptions of internal CSR and perceptions of community recognition were slightly higher within the sample. Considering that recognition was not significantly correlated with any of the three types of CSR, it is

perhaps quite unusual that employees tended to perceive higher levels of community recognition, yet these perceptions were not linked to their CSR perceptions.

The current study has, however, proven the existence of relationships between CSR and OCBO, between CSR and certain aspects of sense of belonging, and also between sense of belonging and the two distinct types of OCB. As expected based on the literature, significant positive relationships were found between all three types of CSR (philanthropic, environmental, and internal) and OCBO. However, interestingly, none of the three CSR dimensions were found to be linked to OCBI. This creates a slightly paradoxical finding with regards to the relationship between CSR and OCB. According to the argument presented by Rupp et al. (2006), employee perceptions of CSR activity should have a positive impact on individually-relevant outcomes. Based on this logic, one would expect employee perceptions of philanthropic, environmental, and/or internal CSR to be linked with OCB engagement at the individual level. Conversely, it makes sense that CSR was correlated with OCB engagement at the organisational level given that CSR is typically an organisational-process embedded within the organisational strategy, or at least within organisational policy (Conley & Williams, 2005; Orlitzky, Schmidt, & Rynes, 2003).

Investigation of the relationship between PIS and SOC confirmed the expectation that these two representations of sense of belonging were significantly and positively related. Also in line with expectations was the significant positive relationship established between CSR and PIS. However, exploring the relationship between CSR and SOC produced mixed results. As mentioned above, it was interesting to find that none of the three types of CSR were significantly related to community recognition. However, both philanthropic and internal CSR were found to have significant and positive relationships with overall SOC, community benefits, and community membership. Interestingly, environmental CSR was only found to have a significant positive relationship (of weak strength) with community membership. As discussed in the sections above, this could be attributable to the prestige associated with environmentally-conscious companies, and the consequent possibility that this prestige facilitates employees' organisational identification and subsequent feeling of membership within their company (Smidts et al., 2000).

The results produced in this study also demonstrated that sense of belonging was significantly and positively related to both OCBI and OCBO. All aspects of sense of belong (as conceptualised within this study) - namely, PIS, overall SOC, SOC benefits, SOC membership, and SOC recognition - were found to be significantly linked to OCB engagement at both the individual and organisational level. This has an important implication because it has essentially been established that when employees perceive themselves to belong within their organisational community, they are more likely to perpetuate this organisational community and climate of belongingness by engaging in voluntary behaviours that can assist their co-workers and even contribute to the overall functioning of the business; i.e. OCB (Jiao, Richards, & Zhang, 2011; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Rupp et al., 2006).

Possibly the most noteworthy findings of this study arose from the mediation models that were explored. Many of the relationships between the different types of CSR and OCBO were mediated by the various sense of belonging variables. The relationship established between philanthropic CSR and OCBO was found to be mediated by all of the sense of belonging variables - namely, PIS, overall SOC, community benefits and community membership - with the exception of recognition (which was in line with expectations based on the correlational findings). The relationship established between environmental CSR and OCBO was fully mediated by PIS, but partially mediated by community membership. This was one of the more interesting findings within the mediation results because it suggests that employee's perceptions of environmental CSR are more impactful in predicting their OCBO enactment via their perceived feeling of being an insider/ being part of the 'in-group' as opposed to via their perception of membership within the organisational community. This was also somewhat surprising given that, as mentioned above, environmental CSR was found to have a significant relationship with only community membership, so one would have expected its influence on OCBO to occur via its subsequent impact on membership as opposed to PIS.

Moreover, the relationship between internal CSR and OCBO was found to be fully mediated by PIS and community benefits, yet only partially mediated by overall SOC and community membership. This was instrumental in supporting the argument that employee perceptions of the internal CSR carried out or enacted by their company

predict their tendency to engage in OCBO because of the sense of belonging engendered by those internal CSR perceptions. However it is important to note once again that, in line with the correlational findings, community recognition was the only aspect of sense of belonging that did not mediate the relationship between internal CSR and OCBO.

Lastly, it is worth reflecting on whether the research questions for this particular study were answered and to what extent the hypotheses set out were either proven or disproven.

Based on the findings outlined above, it is evident that the first research question was answered by conducting correlations between employee perceptions of the three CSR types and the two distinct self-reported OCB types, which resulted in the discovery that CSR was significantly related to OCBO, but not OCBI. This indicates that **Hypothesis 1** was only proven to be accurate to a certain extent, because it was only established that higher perceptions of philanthropic, environmental, and internal CSR were positively related to OCBO. This was not the case for the relationship between the three CSR types and OCBI. Therefore, employee perceptions of CSR were found to be linked to OCB targeted at the organisation, but not targeted at the individual level.

Before arriving at an answer to the second research question, it was necessary to establish whether CSR significantly predicted OCB (also performed to assess the extent of alignment with the correlational findings), whether CSR predicted the sense of belonging variables (proposed as potential mediators) and whether these sense of belonging variables successfully predicted OCB. Thereafter, the second research question was answered by assessing the effect that adding the proposed mediators had on the relationships established between the main variables, namely CSR and OCB. Consequently, **Hypothesis 2a** was fully supported because perceived insider status was found to mediate the relationships between all three CSR types and OCBO.

Hypothesis 2b was only partially supported because the various relationships between CSR and OCBO were not always found to be mediated by every aspect of sense of community; and community recognition specifically was not found to be a

mediator at all. However, it was extremely useful to have proven the following: both the relationships between philanthropic CSR and OCBO as well as internal CSR and OCBO were either fully or partially mediated by PIS, overall SOC, community benefits, and community membership. In addition, the relationship between environmental CSR and OCBO was mediated fully by PIS and partially by community membership. These findings indicate that employee's perceptions of the different types of CSR applied within their respective organisations predict certain aspects of their sense of belonging within those organisations, and consequently increased the likelihood that they will engage in OCB targeted at the organisational level.

In conclusion, this study has yielded many significant relationships between the constructs of interest. The findings have clearly demonstrated that links exist between the three CSR categories, as proposed by Pitt (2012), and engagement in OCBO in the South African workplace. The results have also provided evidence that employees' sense of belonging within the workplace significantly impacts upon the aforementioned link between CSR and OCBO. This implies that, in order for companies to maximise employee engagement in OCBO, which has been shown to benefit the overall success of the business (Babcock-Roberson & Strickland, 2010; Jiao et al., 2011; Organ, 1988; Podsakoff, et al., 2000), it is imperative that they embrace the notion of the triple-bottom line (Dyllick & Hockerts, 2002) by engaging in philanthropic, environmental, and internal CSR and, more importantly, ensure that their CSR activity is made explicitly visible to their employees. This is important because, if organisations are able to enhance their employees' perceptions of their various CSR activities (whether internal or external to the company), this will impact upon employees' subsequent feeling that they belong/feel like an insider within their organisational community, which will in turn maximise the positive benefits induced by their increased OCBO enactment.

4.3. Strengths and limitations of the study

This research has been useful in demonstrating that relationships do exist between three types of CSR (philanthropic, environmental, and internal) and OCBO in the South African workplace. Since relationships of this exact nature do not appear to have been widely explored within the literature, particularly within the South African

context, this study has made a considerable contribution to further understanding the links that exist between CSR and OCB. This is a pertinent endeavour in beginning to explore and understand how organisations can potentially make use of this information to enhance and augment both CSR and OCB engagement, both of which have become increasingly important in the contemporary business environment, an environment defined by a constant pressure to strive for transparency, social responsibility, and sustainability (Appelbaum & Roy-Girard, 2007; Dyllick & Hockerts, 2002).

Not only has this study provided support for the links between the three types of CSR and OCBO, but it has also been instrumental in uncovering a noteworthy mediator of this relationship. It is important to gain insight into potential mediators of the CSR-OCB relationship given that they have a significant impact on whether the relationship remains significant and impactful. It is therefore useful that the current research has proven that certain aspects of employees' sense of belonging within the organisation mediated the impact of CSR perceptions on OCBO engagement. Perceived insider status was particularly influential given that it fully mediated the relationships between all three types of CSR and OCBO.

The use of mediation models was useful in establishing the directionality of the relationships between the constructs of interest (Shrout & Bolger, 2002); and has provided potentially useful information for developing ways in which organisations can enhance their CSR engagement so that, as demonstrated in this research, employees perceive this CSR activity and subsequently engage in more OCBO to benefit the company overall (due to their perceived identification with the company through its dedication to CSR both internally and externally).

On a more technical level, this research has contributed to literature regarding the psychometric properties of the SCI-2 as employed in the South African context, given that the factor structure established in the current study was vastly different to the one purported to make up the original scale. This provides important psychometric information for future researchers who wish to make use of the SCI-2 in a similar context and sample to the one employed in this study. Moreover, the use of Pitt and Siemers' (2012, as cited in Pitt, 2012) measure of CSR proved successful in assessing

CSR in the current study, thus presenting an opportunity for future researchers to perhaps consider further use of this instrument in the South African context. In addition, the study was conducted using real-world employees in South African organisations (i.e. not a simulated environment, but rather a naturalistic setting), which allowed for the examination of the key constructs as they occur amongst everyday employees in a real-world working environment. The advantage of this is that a considerable level of artificiality is removed (Weiten, 2008).

Despite the important contributions made by this study to research in the area of interest, it does have some limitations that need to be mentioned. Firstly, inherent in the use of non-probability convenience sampling is the drawback that, because participants are chosen based on who is available to volunteer at a given time, the sample does not represent the population as a whole, thus creating potential biases in the results (Stangor, 2011). However, this bias may have been combatted slightly by the wide representation of the sample. The sample consisted of employees from a wide range of industries, organisations, and positions therefore providing a wider scope for the application of the findings. That being said, generalizability of the results is still limited to the specific context of the sample used in this research.

Secondly, Stangor (2011) highlights that the larger the sample is, the greater the statistical power of the results. Although the sample size in the current study was large enough to be considered acceptable for conducting the statistical analyses necessary in this research, it would still have been beneficial to have obtained a much larger sample, especially for the purposes of conducting mediation analyses. A larger sample would also have allowed for the use of Structural Equation Modelling (SEM) to establish mediation. SEM is a particularly useful statistical strategy for modelling latent variables (variables that cannot be directly measured) and their relations with other latent and observed variables, in order to determine the causal mechanisms that account for behaviour (Hoyle, 2012).

Thirdly, it is important to be aware of the limitations associated with the measures adopted in this study. All of the instruments that were used (the CSR scales, the OCBI and OCBO scales, the PIS scale, and the SCI-2) are self-report measures of the respective constructs of interest. Whilst self-report measures are useful for gaining

insight into participants' personal thoughts and feelings, they can also be problematic because they "assume that people are able and willing to accurately self-report on the causes of their behaviours" (Stangor, 2011, p. 79). Even if participants answer as accurately as possible, they are still subject to reactivity. Reactivity refers to the changes in responding that occur when individuals are aware that they are being measured and include potential biases such as social desirability and self-promotion, which can ultimately lead to an inaccurate or distorted representation of the construct being measured within the sample (Stangor, 2011).

Lastly, with regards to the mediation models, the current study made use of the Sobel test to assess for statistically significant reduction effects. It must be noted, however, that the Sobel test is most effective when calculated using large samples and is useful when one does not have access to the raw data (Preacher & Hayes, 2008; Shrout & Bolger, 2002). When one does have access to raw data and is working with a smaller sample, bootstrapping is recommended as an alternative measure of significant reduction effects (Shrout & Bolger, 2002). Certain scholars advocate bootstrapping as more powerful because, unlike the Sobel test, it requires no *a priori* assumption about the shape of the sampling distribution given that the distribution is empirically estimated using a resampling procedure (Lance & Vandenberg, 2014). However, given that the present data was normally distributed and that the sample was sufficiently large to conduct a Sobel test (Lance & Vandenberg, 2014), the technique chosen to assess for significant reduction effects is not a major concern and is rather a matter of preference. Lance and Vandenberg (2014) go so far as to dispel the supposed superiority of bootstrapping to the Sobel test as a 'myth' and conducted a simulation study in which they discovered that bootstrapping has little advantage over the Sobel test in terms of sufficient statistical power.

4.4. Directions for future research

Firstly, future research that aims to examine the impact of perceptions of CSR should ideally utilise a larger sample that is more representative of the population, and would therefore increase the generalisability within the South African context. This recommendation was originally offered by Pitt (2012), however the current study was unable to obtain a larger sample due to a relatively weak response rate.

Additionally, due to scope, this study did not explore the potential impact of demographic differences on CSR perceptions. It would be useful for future research to explore this further in order to gain insight into the CSR preferences of different 'types' of people (with regards to variables such as race, gender, sexual orientation, or disability). This would be particularly pertinent for further explorations of internal CSR perceptions considering that internal CSR involves policy pertaining to anti-discrimination on the basis of the abovementioned demographic characteristics. Further investigation of the influence of demographic variables of the sample might also be particularly useful in examining sense of belonging, given that a sense of community may manifest differently for different people, especially in terms of ethnicity, language, and cultural orientation. Different types of people could possibly find that very different aspects of their organisational environment foster a sense of community and belonging.

With reference to sense of community, a potentially useful future research direction might be to assess the factor structure of the SCI-2 within different contexts and samples, considering that the one established in the present study proved very different to the original factor structure. It might be worthwhile to explore the reasons behind the inconsistency of the SCI-2 when applied in different settings, especially in relation to use in an organisational context.

Given that this study has demonstrated the importance of CSR visibility in predicting sense of belonging and, in turn, OCBO, it seems relevant that future research should aim to investigate the ways in which business can optimise their engagement in philanthropic, environmental, and internal CSR and, very importantly, ensure the visibility of such CSR activity. If further studies are able to gain insight into the ways in which companies can enhance their CSR enactment, this is likely to provide further information that enables companies within the contemporary workplace to better understand how to maximise employee engagement in OCB, which is also likely to have a positive impact on the business overall.

In order to gain a deeper understanding of how both CSR and OCB enactment can be optimised in the workplace, it might be useful to conduct qualitative research amongst employees at varying levels. Given that many employees are exposed to their working

environments on a day-to-day basis, they are likely to be sources of rich and useful information regarding these dynamic environments. Qualitative research in this area might be particularly useful given that it allows the researcher to explore the concepts of CSR and OCB in an open-ended manner without being limited to a predetermined set of assumptions and it allows for the exploration of these concepts in much greater detail and depth (Dahlberg & McCaig, 2010).

This study has been instrumental in establishing that certain aspects of sense of belonging mediate the relationships between three different types of CSR and OCBO. However, sense of belonging represents just one influential factor of these relationships. As such, future research should aim to investigate other potential mediators of the relationship between CSR and OCB in order to gain a deeper understanding of all the different variables that may impact upon how CSR and OCB play out within the workplace.

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Appendices

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Appendix A: Table of Demographic Characteristics for the Sample

Table 1

Demographic characteristics of the sample

		N	Percentage
Gender	**Female**	143	69.42
	Male	63	30.58
Race	**Asian**	3	1.46
	Black	36	17.48
	Coloured	10	4.85
	Indian	19	9.22
	White	138	67
Marital Status	**Single**	85	41.27
	Married	85	41.27
	Separated	3	1.46
	Living with another	13	6.31
	Divorced	16	7.77
	Other	4	1.94
Type of Organisation	**Financial institution**	17	8.25
	Auditing	4	1.94
	Retail	20	9.71
	Media & Advertising	47	22.82
	Educational institution	21	10.2
	Corporate	10	4.85
	Printing & Publishing	4	1.94
	Consultancy	8	3.88
	NPO	5	2.43
	Government	8	3.88
	Manufacturing	7	3.4

	Engineering	6	2.91
	Other	49	23.79
Type of Job	**Management**	23	11.16
	Media	1	0.48
	Marketing	15	7.28
	Finance	5	2.43
	Teaching/ Lecturing	9	4.37
	Human resources	7	3.4
	Consulting	16	7.77
	Administration	47	22.82
	Operations	4	1.94
	Sales	28	13.59
	Accounting/Audit	9	4.37
	Other	42	20.39
Job Tenure	**0-6 months**	27	13.11
	7 months- 1 year	39	18.93
	1-2 years	33	16.02
	2-5 years	46	22.33
	5-10 years	37	17.96
	10-15 years	12	5.83
	15-20 years	6	2.91
	20-25 years	2	0.97
	25-30 years	3	1.46
	Not specified	1	0.48

Appendix B: Self-Developed Deomgraphic Questionnaire

Please refer to the PDF document labeled ‘Appendix B’.

(Please note that a number of the appendices are in PDF format only. It is therefore recommended that you refer to the PDF version of the report. However, for the purposes of viewing this Word document, you will be asked to refer to the relevant PDF documents where appropriate).

Appendix C: Perceptions of Philanthropic CSR Practices Scale

Please refer to the PDF document labeled ‘Appendix C’.

Appendix D: Perceptions of Environmental CSR Practices Scale

Please refer to the PDF document labeled ‘Appendix D’.

Appendix E: Perceptions of Internal CSR Practices Scale

Please refer to the PDF document labeled ‘Appendix E’.

Appendix F: Lee and Allen's OCBI and OCBO Questionnaires

Please refer to the PDF document labeled 'Appendix F'.

Appendix G: Stamper and Masterson's Perceived Insider Status Questionnaire

Please refer to the PDF document labeled 'Appendix G'.

Appendix H: Sense of Community Index 2 (SCI-2)

Please refer to the PDF document labeled ‘Appendix H’.

Appendix I: Ethics Clearance Certificate

Please refer to the PDF document labeled ‘Appendix I’.

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Appendix J: A Letter Requesting Organisational Access

Good day

My name is Kate Ramsden, and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. As part of my Masters degree I am required to complete a research project. The more responses I receive, the greater the strength of my research. My research aims to explore the nature of the relationships between perceptions of corporate social responsibility, sense of belonging, and self-reported organizational citizenship behaviour. I am requesting permission to possibly carry out my study at [name of organisation to be inserted].

Participation in this research will involve mid- and high- level employees (i.e. any employees that are not in chief executive positions) completing an online questionnaire, or if it is preferred, hard copy questionnaires will be made available. The questionnaire will take approximately **30-40 minutes** to complete and must be submitted or returned within 2-3 weeks. **Please note that participation will be completely voluntary and will not advantage or disadvantage employees in any way if they choose to complete the questionnaire or not.**

No identifying information, such as employees' names or I.D. numbers, will be asked for. Employees will therefore remain completely anonymous and the data they provide will not be linked to them as individuals in any way. Employees will not be asked to provide the name of the organisation they work for and thus the data they provide will not be analysed on the basis of their specific organisation. Furthermore, the name of your organisation will not be known to anyone other than the researcher and supervisor and will be treated as strictly confidential. The completed questionnaire will not be seen by any other person besides the researcher; will only be processed by the researcher and supervisor; and the responses will only be looked at in relation to all other responses. There are no foreseeable risks or benefits to taking part in this study.

If employees choose to participate in the study, they will be asked to complete the questionnaire as carefully and honestly as possible either at home or in their free time at work. By distributing a link electronically to your organisation's employees via email, they will be able to complete the survey online and no IP addresses will be recorded. This will ensure their anonymity. If they complete the questionnaire, this will be considered consent to participate in the study. If it is preferred, questionnaires can be distributed in hard copy form. In this case, copies of the questionnaires will be left in a central location, and employees can collect this and complete it in their own time and return it to a sealed box located in the same central location. No identifying information will be asked for which will ensure anonymity, and completion and return of the questionnaire will be considered as informed consent to take part in the study. Feedback will be given in the form of a summary of the

overall findings of the research, which will be posted on the following blog: [blog web address to be inserted here].

This research may contribute to psychological information, as there appears to be no research in South Africa regarding this specific topic. If you choose to allow the study to be conducted in your company with those employees who are willing, it would be greatly appreciated. If you have any questions or concerns, please feel free to contact me or my supervisor as per the details below.

Kind Regards

Kate Ramsden
0798938916
karamsden@gmail.com

Supervisor: Nicky Israel
Nicky.Israel@wits.ac.za

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Appendix K: Participant Information Sheet (Electronic Organisation)

Good day

My name is Kate Ramsden, and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. As part of my Masters degree I am required to complete a research project. The more responses I receive, the greater the strength of my research. My research aims to explore the nature of the relationships between perceptions of corporate social responsibility, sense of belonging, and self-reported organizational citizenship behaviour. **I would like to invite you to take part in this research.** Please note that to take part in this research, you need to be employed in an organisation (not self-employed) and you cannot be employed in a chief executive position.

Participation in this research will involve you completing the questionnaire by clicking on the link that follows. The questionnaire will take approximately **30-40 minutes** to complete and please ensure that you submit your completed questionnaire within 2-3 weeks. **Please note that your participation is completely voluntary and you will not be advantaged or disadvantaged in any way for choosing to complete or not to complete the questionnaire.**

No identifying information, such as your name or I.D. number is asked for and no-one at your organisation will be aware of whether you choose to participate or not**.** You will therefore remain anonymous and the data you provide will not be linked to you as an individual in any way. You will also not be asked to provide the name of the organisation you work for; the data will not be analysed on the basis of your specific organisation; and your organisation will not be identified by name in writing up the research. Your completed questionnaire will not be seen by any other person and will only be processed by myself and my supervisor; and your responses will only be looked at in relation to all other responses in the study. There are no foreseeable risks or benefits to taking part in this study.

If you choose to participate in the study please complete the following questionnaire as carefully and honestly as possible. Once you have answered the questions, you can submit the completed answers online. No IP addresses will be recorded. This will ensure your anonymity. If you do complete the questionnaire, this will be considered consent to participate in the study.

As the data is anonymous, it will not be possible to provide you with individual feedback; however feedback of the general results, in the form of a summary of the overall findings of the research, will be posted on the following blog: [blog web address to be inserted here]. If you have any questions or concerns, please feel free to contact me or my supervisor as per the details below. This research may contribute to psychological information as there appears to be no research in South Africa regarding this specific topic. If you choose to complete the questionnaire, your participation in this study would be greatly appreciated.

Kind Regards

Kate Ramsden
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_____

Supervisor: Nicky Israel
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_____

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Appendix L: Participant Information Sheet (Hard Copy Organisation)

Good day

My name is Kate Ramsden, and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. As part of my Masters degree I am required to complete a research project. The more responses I receive, the greater the strength of my research. My research aims to explore the nature of the relationships between perceptions of corporate social responsibility, sense of belonging, and self-reported organizational citizenship behaviours. **I would like to invite you to take part in this research.** Please note that to take part in this research, you need to be employed in an organisation (not self-employed) and you cannot be employed in a chief executive position.

Participation in this research will involve you completing the questionnaire by clicking on the link that follows. The questionnaire will take approximately **30-40 minutes** to complete and please also ensure that you return your completed questionnaire within 2-3 weeks. **Please note that your participation is completely voluntary and you will not be advantaged or disadvantaged in any way for choosing to complete or not to complete the questionnaire.**

No identifying information, such as your name or I.D. number is asked for and no one at your organisation will be aware of whether you choose to participate or not**.** You will therefore remain anonymous and the data you provide will not be linked to you as an individual in any way. You will also not be asked to provide the name of the organisation you work for; the data will not be analysed on the basis of your specific organisation; and your organisation will not be identified by name in the writing up the research. Your completed questionnaire will not be seen by any other person and will only be processed by myself and my supervisor; and your responses will only be looked at in relation to all other responses in the study. There are no foreseeable risks or benefits to taking part in this study.

If you choose to participate in the study please complete the attached questionnaire as carefully and honestly as possible. You can take the questionnaire home to complete. Once you have answered the questions, you can deposit the completed questionnaire in the box labelled "completed questionnaires", in [central location to be inserted]. This will ensure your anonymity. If you do return your questionnaire, this will be considered consent to participate in the study.

As the data is anonymous, it will not be possible to provide you with individual feedback; however feedback of the general results, in the form of a summary of the overall findings of the research, will be posted on the following blog: [blog web address to be inserted here]. If you have any questions or concerns, please feel free to contact me or my supervisor as per the details below. This research may contribute to psychological information as there appears to be no research in South Africa regarding this specific topic. If you choose to complete the questionnaire, your participation in this study

would be greatly appreciated. **Please detach this sheet from the questionnaire before submission so that you can keep it.**

Kind Regards

Kate Ramsden
0798938916
karamsden@gmail.com

Supervisor: Nicky Israel
Nicky.Israel@wits.ac.za

Appendix M: Scree plots for the relevant Factor Analyses

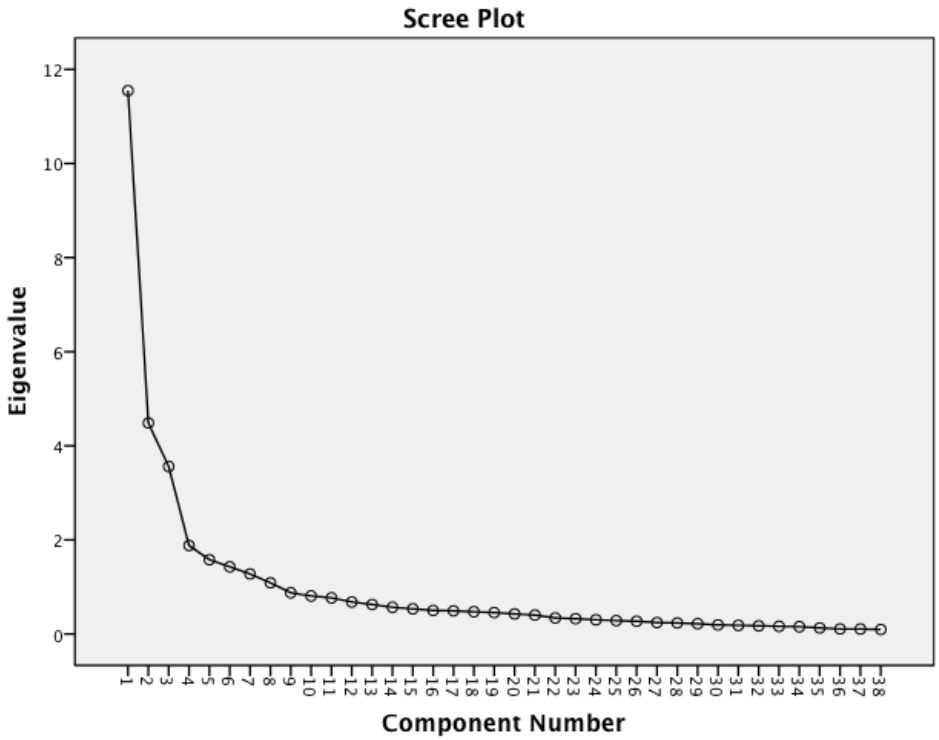


Figure 1

Scree plot for the Factor Analysis of the overall CSR scale

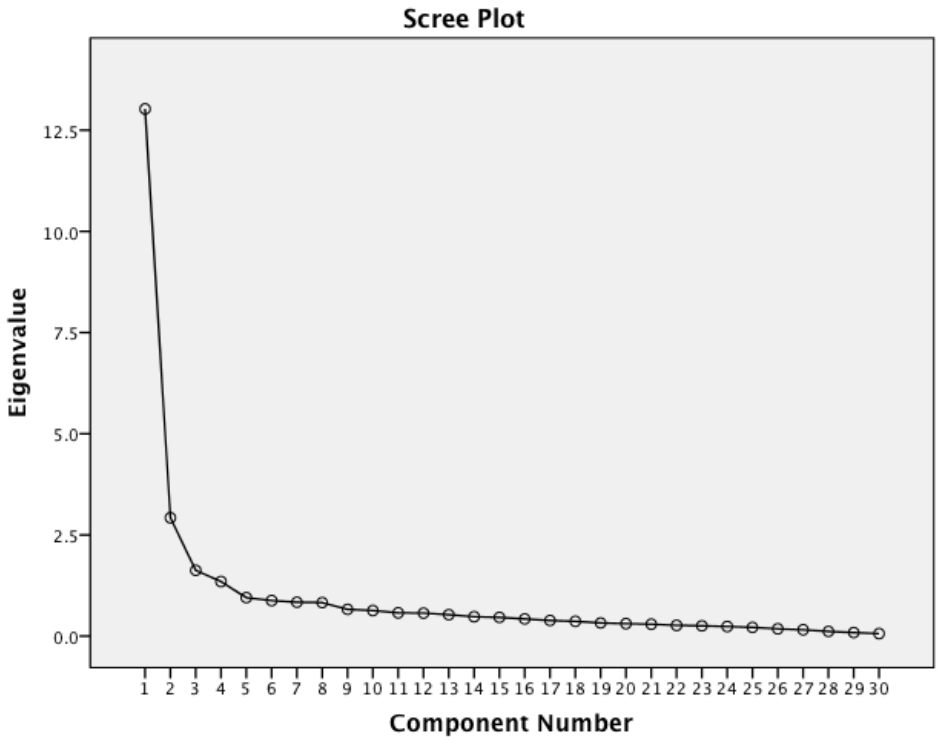


Figure 2

Scree plot for the Factor Analysis of SOC and PIS combined

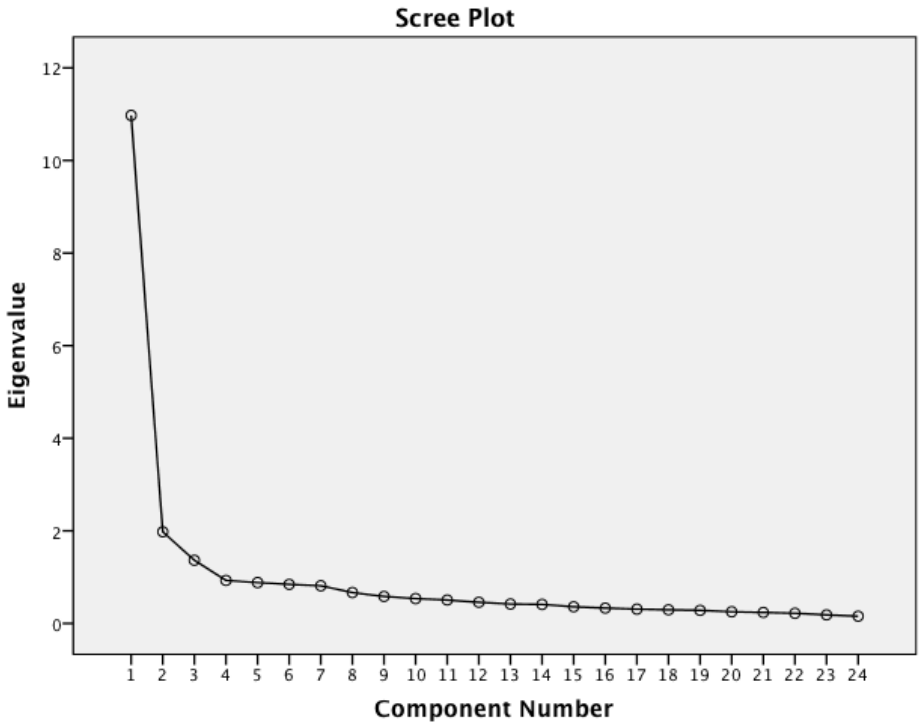


Figure 3

Scree plot for the Factor Analysis of the SCI-2

Appendix N: Additional Results Tables

Table 5

Eigenvalues for the SCI-2 and PIS scale

Item	Eigenvalue
1	13.02
2	2.92
3	1.63
4	1.35
5	0.95
6	0.88
7	0.84
8	0.83
9	0.66
10	0.63
11	0.57
12	0.57
13	0.53
14	0.48
15	0.46
16	0.42
17	0.39
18	0.36
19	0.32
20	0.31
21	0.29
22	0.27
23	0.25
24	0.24
25	0.22
26	0.18
27	0.16
28	0.11
29	0.09

30	0.06

Table 6

Percentage of variance explained by each factor for SCI-2 and PIS

Factor 1	**Factor 2**	**Factor 3**
43.41%	9.75%	5.42%

Table 7

Rotated factor pattern for the SCI-2 and PIS scales combined

	Factor 1	**Factor 2**
Item 1	**0.598**	0.473
Item 2	**0.569**	0.491
Item 3	0.444	**0.511**
Item 4	**0.596**	0.549
Item 5	0.461	**0.610**
Item 6	**0.506**	0.461
Item 7	0.385	**0.559**
Item 8	0.307	0.353
Item 9	0.266	0.361
Item 10	**0.447**	0.062
Item 11	**0.733**	0.195
Item 12	**0.764**	0.162
Item 13	**0.799**	0.153
Item 14	**0.687**	0.055
Item 15	**0.665**	-0.020
Item 16	**0.503**	0.340
Item 17	0.485	**0.531**
Item 18	**0.526**	0.396
Item 19	**0.794**	0.170
Item 20	**0.591**	0.353
Item 21	**0.657**	0.367
Item 22	**0.555**	0.313

Item 23	**0.663**	0.438
Item 24	**0.553**	0.544
Item 25	0.328	**0.736**
Item 26	0.214	**0.800**
Item 27	0.016	**0.894**
Item 28	0.042	**0.895**
Item 29	0.159	**0.624**
Item 30	-0.004	**0.879**

Table 8

Component matrix for the PIS scale

	Factor 1
Item 1	**0.809**
Item 2	**0.877**
Item 3	**0.926**
Item 4	**0.929**
Item 5	**0.659**
Item 6	**0.903**

Table 12

Rotated factor pattern for the SCI-2 (oblimin rotation)

	Factor 1	**Factor 2**	**Factor 3**
Item 1	**0.636**	0.211	0.030
Item 2	**0.677**	0.118	0.095
Item 3	**0.929**	-0.073	-0.249
Item 4	**0.715**	0.234	-0.093
Item 5	**0.740**	0.017	0.095
Item 6	**0.757**	0.006	-0.003
Item 7	**0.835**	-0.222	0.170
Item 8	0.147	-0.046	**0.804**
Item 9	-0.012	0.061	**0.847**
Item 10	0.051	**0.540**	-0.217

Item 11	0.050	**0.787**	0.009
Item 12	0.061	**0.779**	0.019
Item 13	0.015	**0.819**	0.093
Item 14	0.057	**0.710**	-0.103
Item 15	-0.180	**0.765**	0.133
Item 16	0.213	0.362	0.238
Item 17	**0.713**	0.047	0.047
Item 18	**0.629**	0.079	0.074
Item 19	0.140	**0.683**	0.116
Item 20	0.238	**0.424**	0.258
Item 21	0.382	**0.493**	-0.027
Item 22	0.332	0.298	0.204
Item 23	**0.506**	0.383	0.034
Item 24	**0.602**	0.105	0.304

Appendix O: Histograms for the main variables

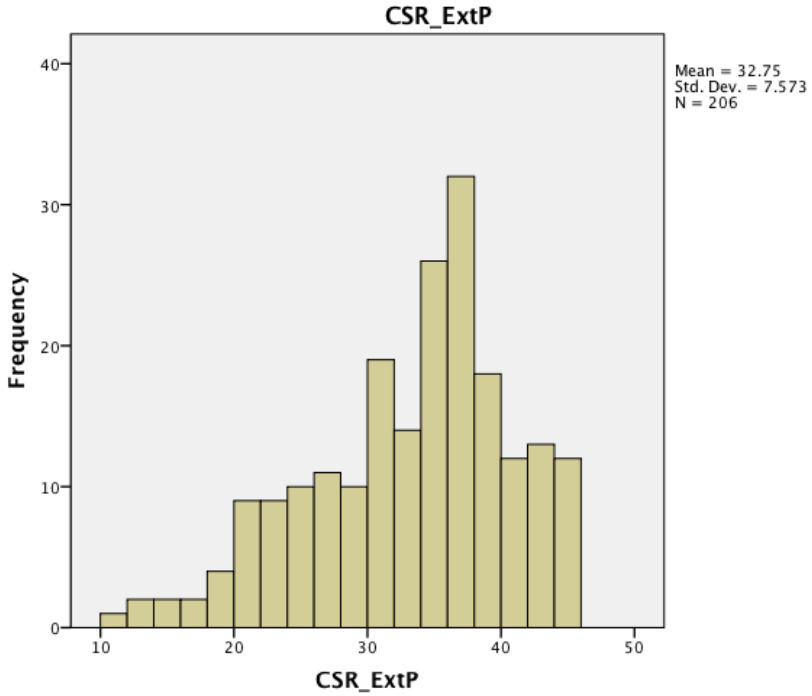


Figure 4

Distribution of external CSR total scores

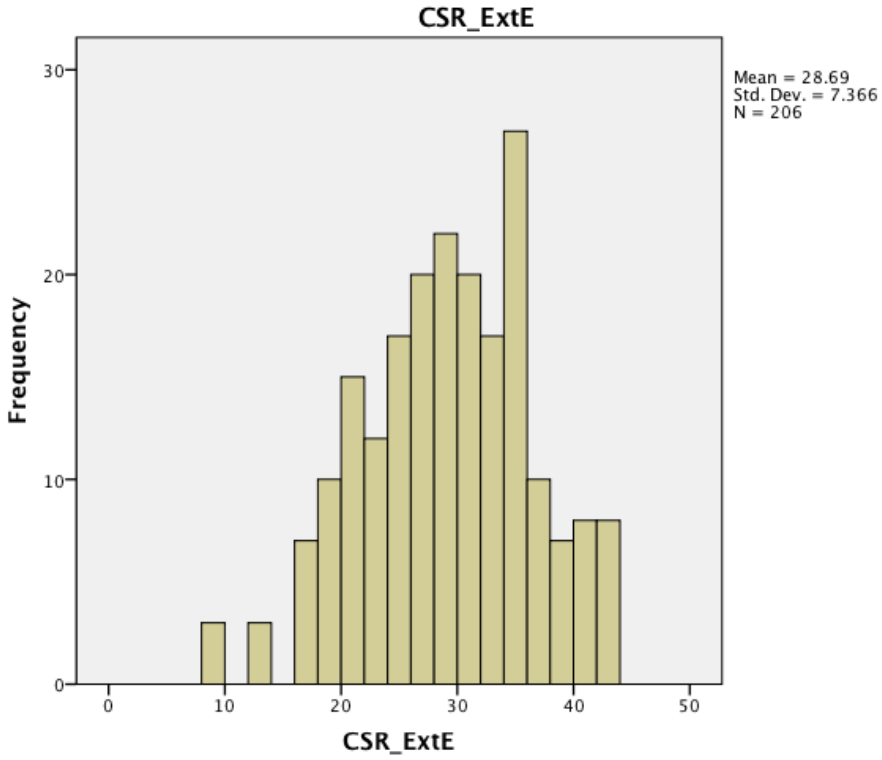


Figure 5

Distribution of environmental CSR total scores

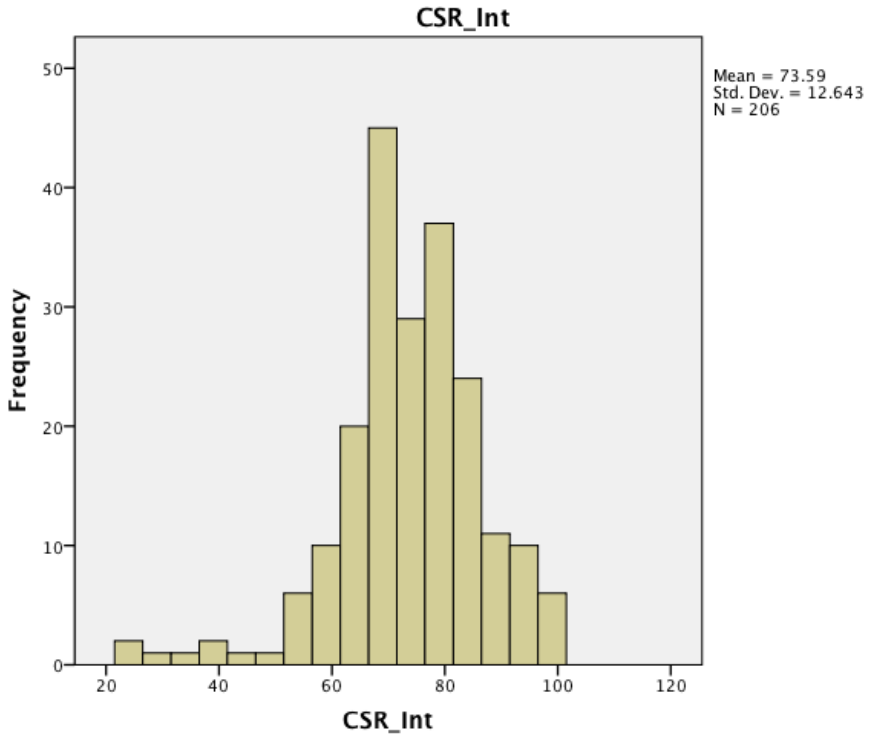


Figure 6

Distribution of internal CSR total scores

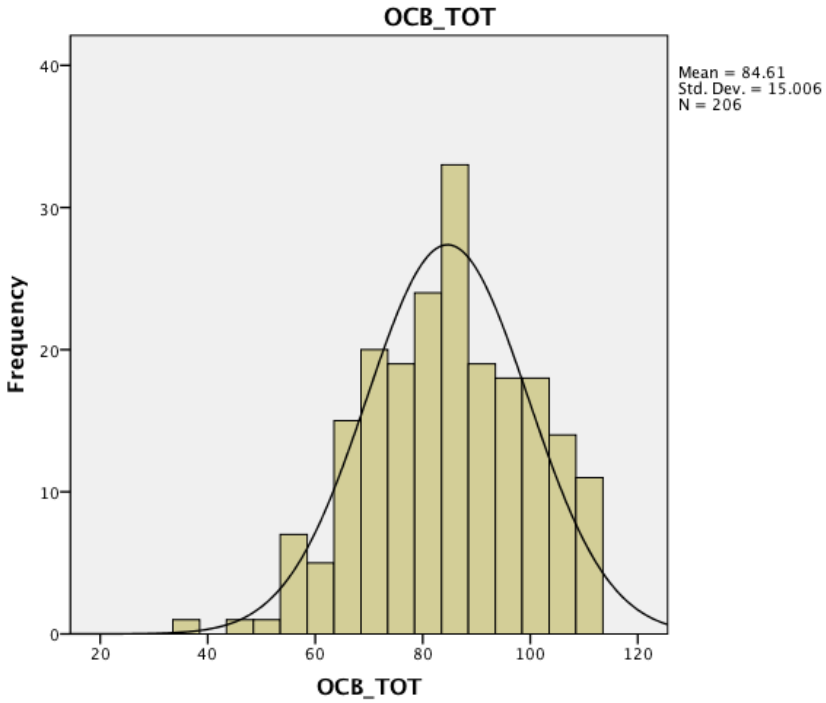


Figure 7

Distribution of overall OCB

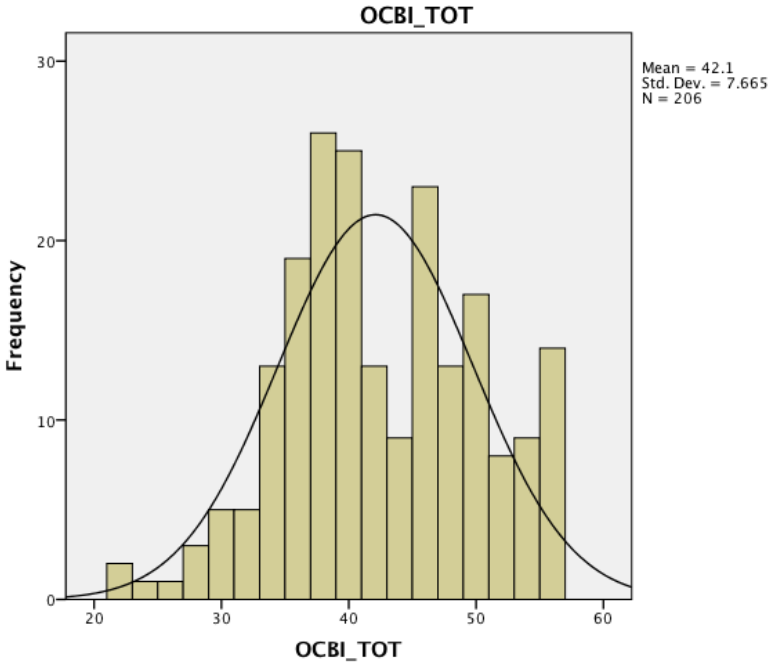


Figure 8

Distribution of OCBI

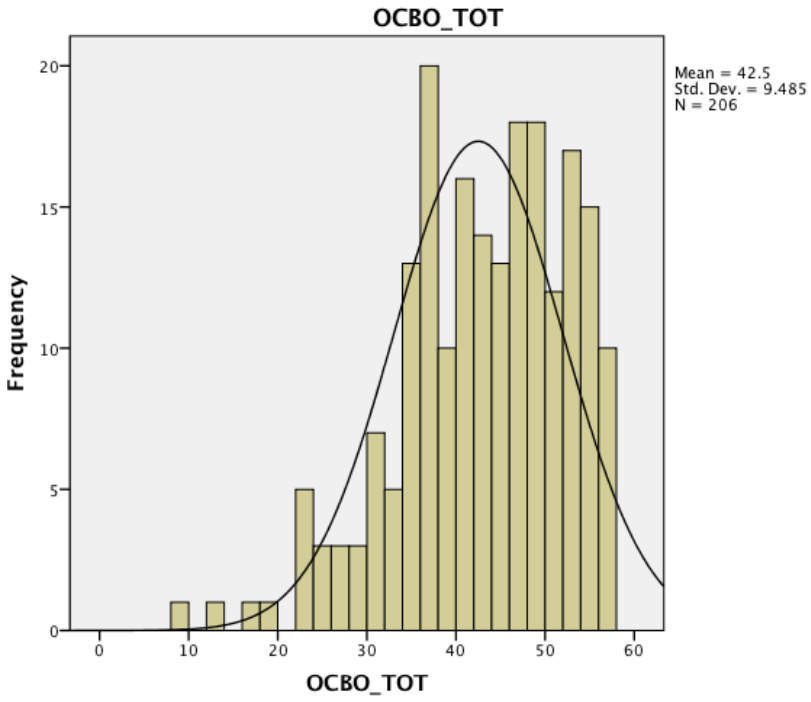


Figure 9

Distribution of OCBO

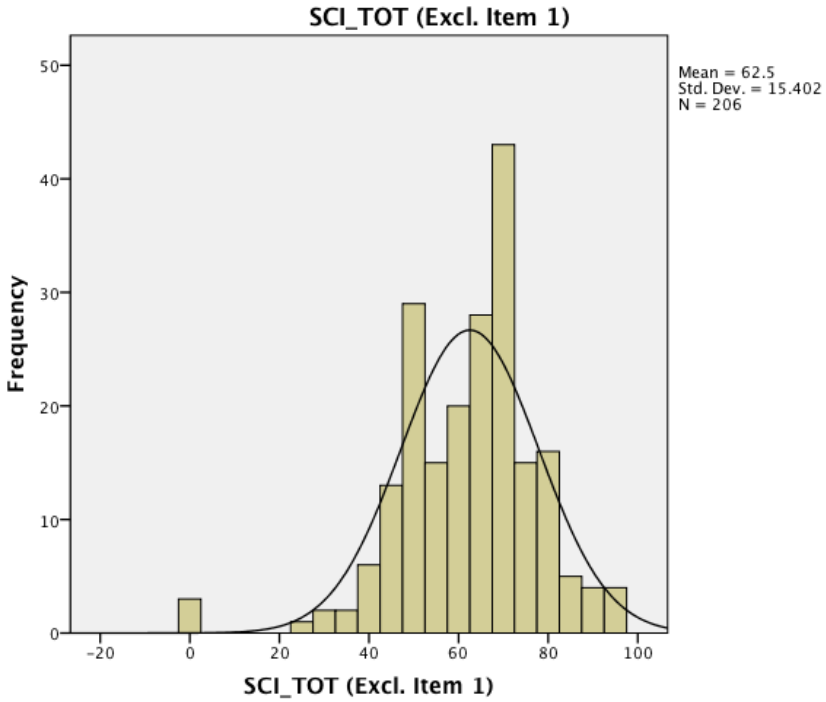


Figure 10

Distribution of overall SOC

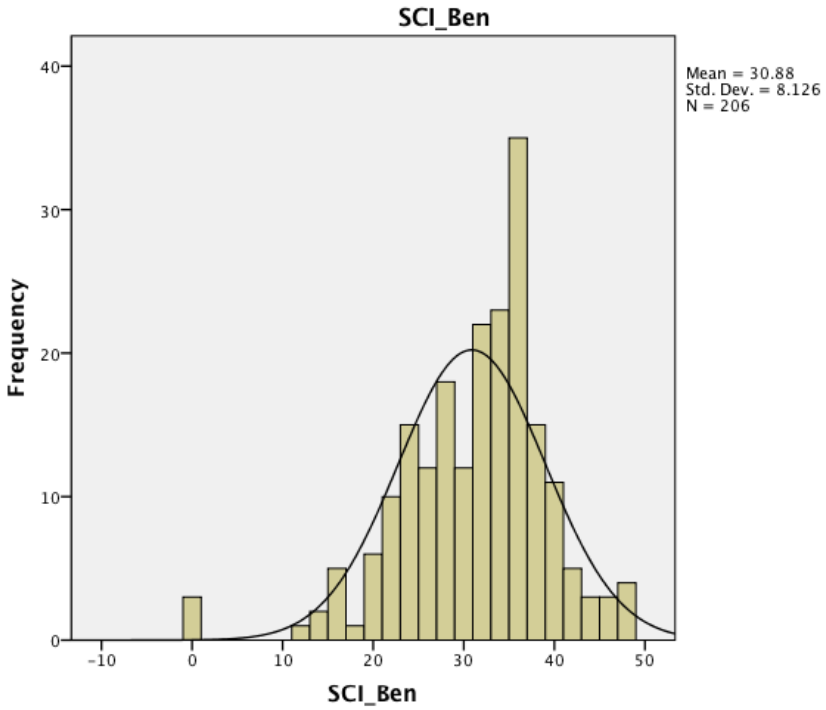


Figure 11

Distribution of SOC Benefits

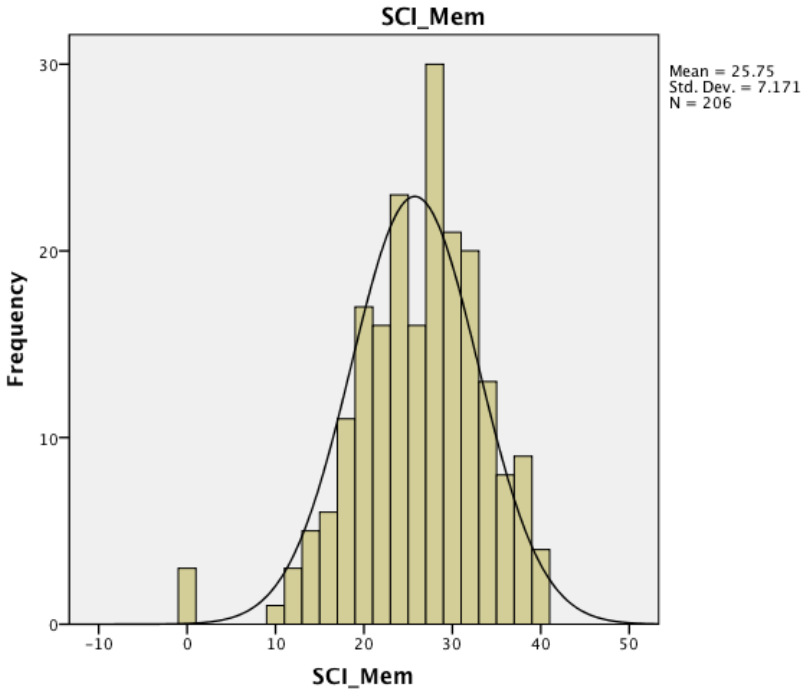


Figure 12

Distribution of SOC Membership

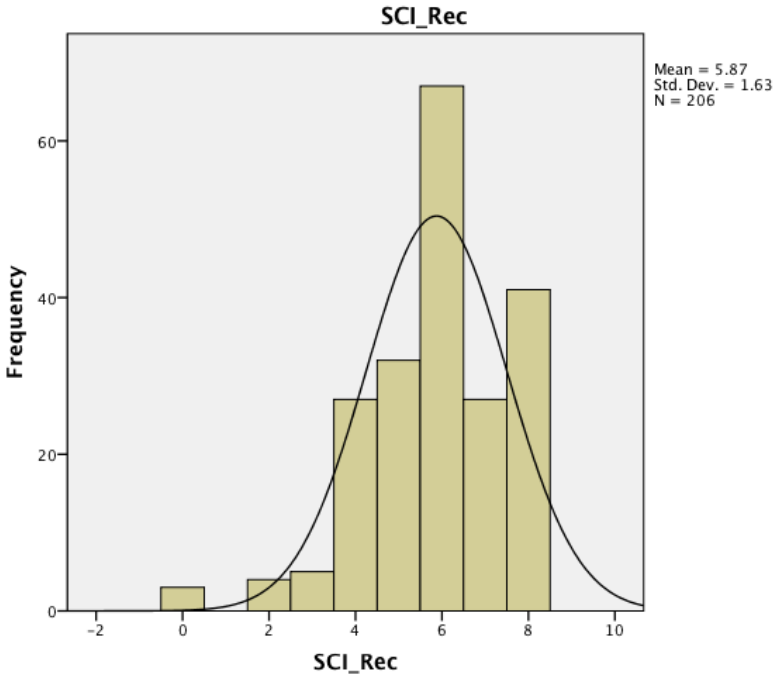


Figure 13

Distribution of SOC Recognition

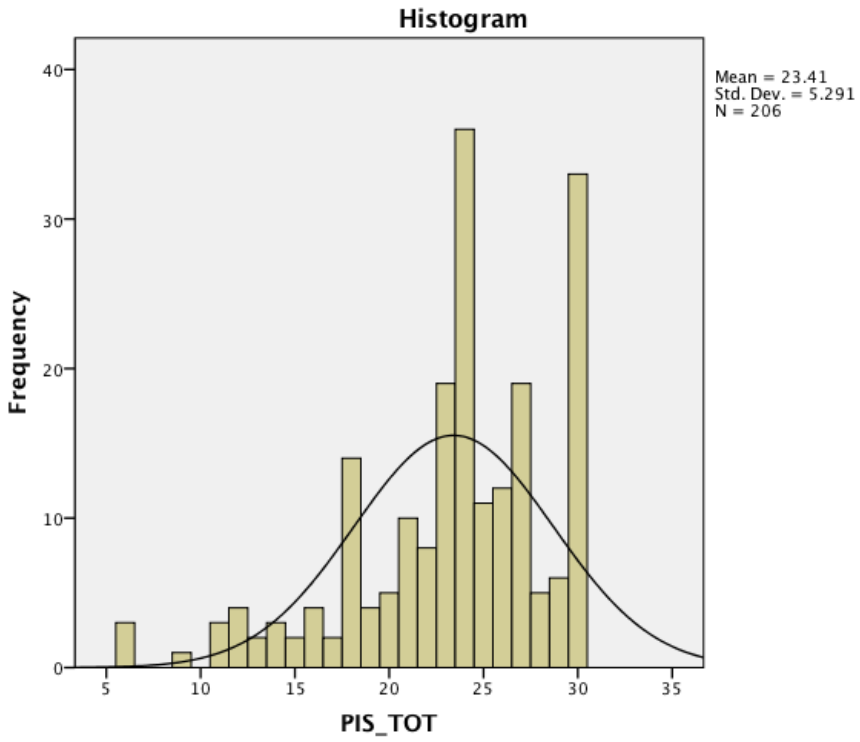


Figure 14

Distribution of PIS

Appendix P: Sobel Test Results

Table 27

Sobel test results for the mediation models with philanthropic CSR as the IV

		z	p-value
Model 1	**PhilCSR – PIS - OCBO**	3.384	0.001
Model 2	**PhilCSR – SOC - OCBO**	2.625	0.009
Model 3	**PhilCSR – Ben - OCBO**	3.009	0.003
Model 4	**PhilCSR – Mem - OCBO**	2.268	0.023

Table 29

Sobel test results for the mediation models with environmental CSR as the IV

		z	p-value
Model 1	**EnvtCSR – PIS - OCBO**	3.361	0.001
Model 2	**EnvtCSR – Mem - OCBO**	2.299	0.021

Table 31

Sobel test results for the mediation models with internal CSR as the IV

		z	p-value
Model 1	**IntCSR – PIS – OCBO**	5.468	0.000
Model 2	**IntCSR- SOC - OCBO**	4.404	0.000
Model 3	**IntCSR- Ben – OCBO**	4.988	0.000
Model 4	**IntCSR – Mem - OCBO**	3.653	0.000

Appendix Q: Diagrams representing the mediation models

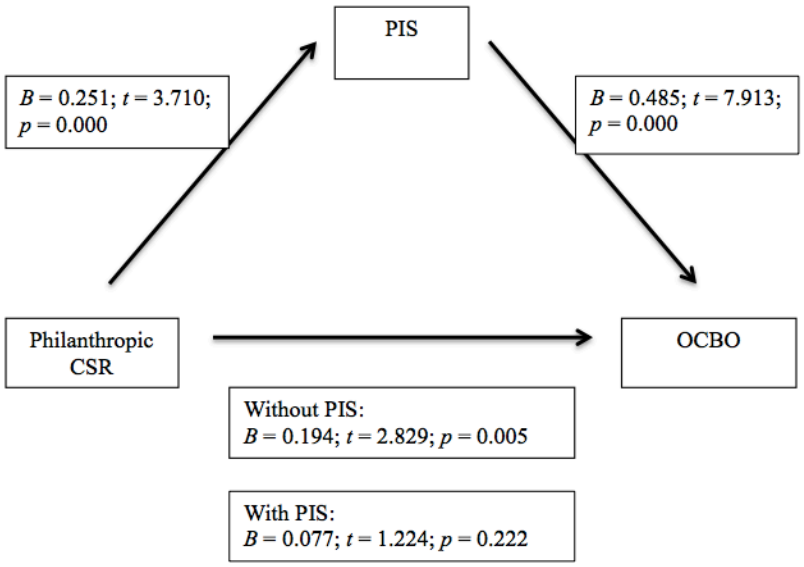


Figure 15

PIS as a mediator of the relationship between philanthropic CSR and OCBO

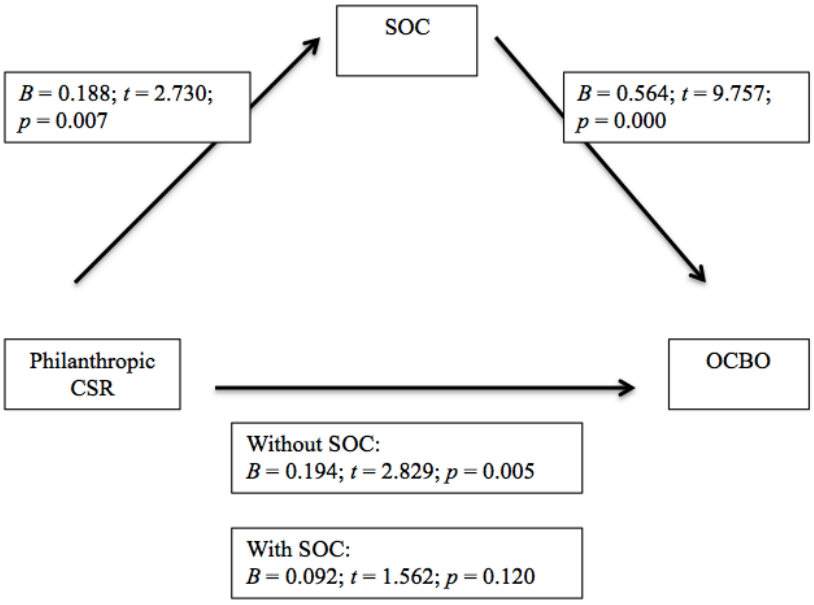


Figure 16

Overall SOC as a mediator of the relationship between philanthropic CSR and OCBO

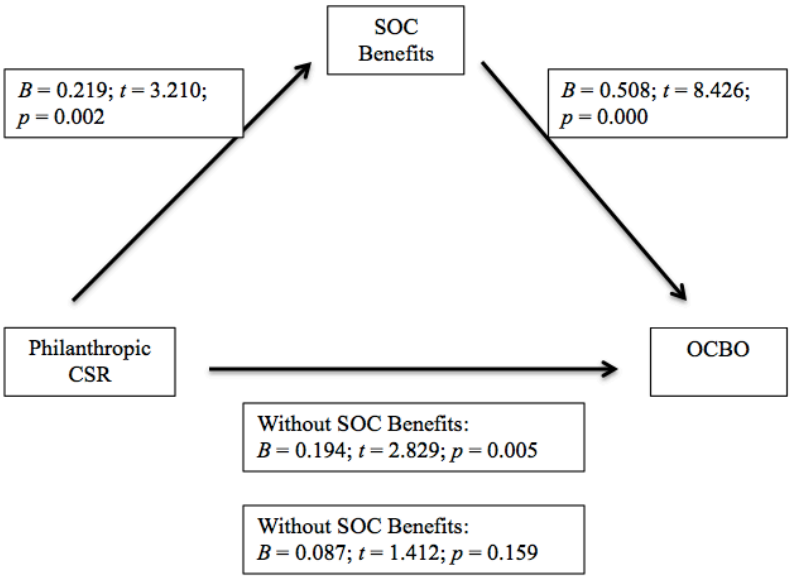


Figure 17

SOC Benefits as a mediator of the relationship between philanthropic CSR and OCBO

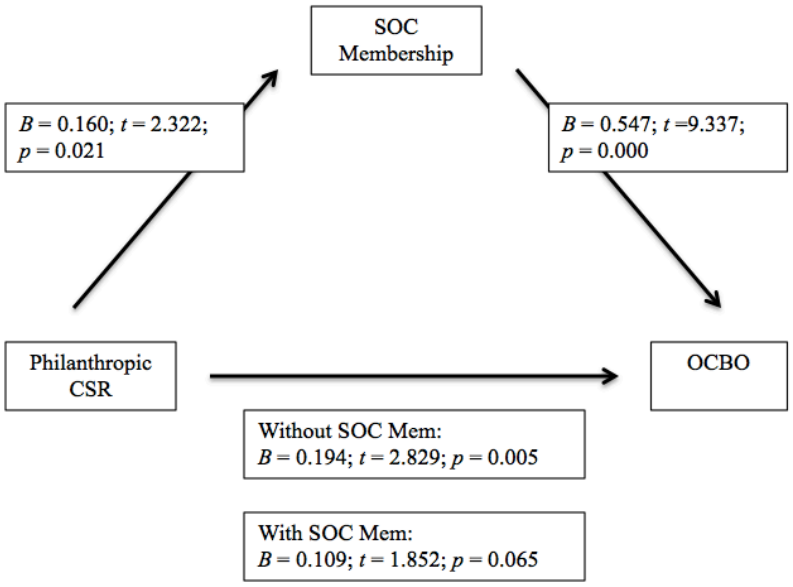


Figure 18

SOC Membership as a mediator of the relationship between philanthropic CSR and OCBO

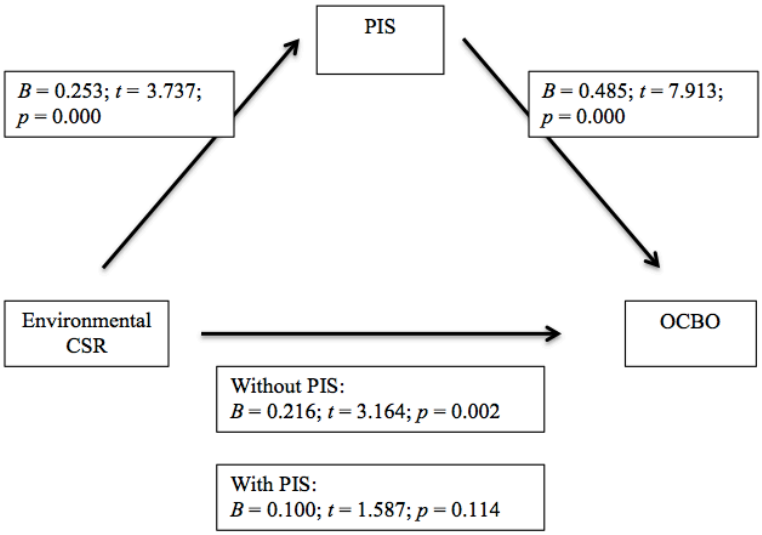


Figure 19

PIS as a mediator of the relationship between environmental CSR and OCBO

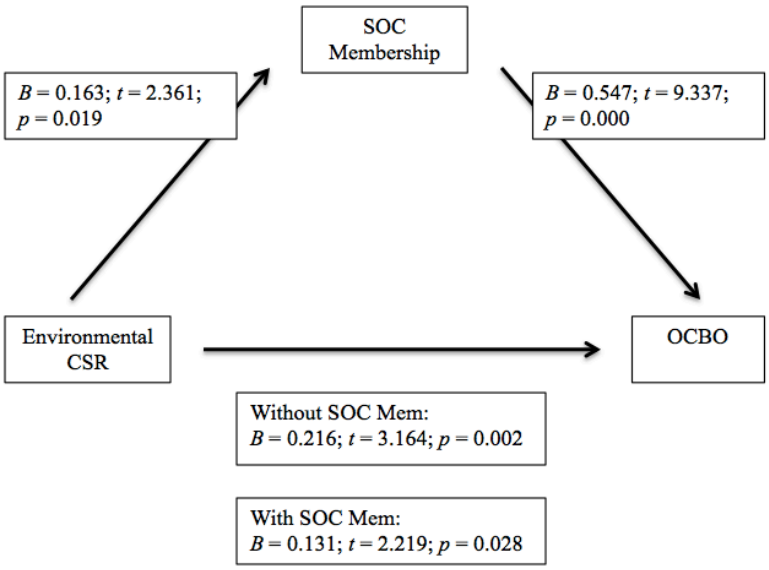


Figure 20

SOC Membership as a mediator of the relationship between environmental CSR and OCBO

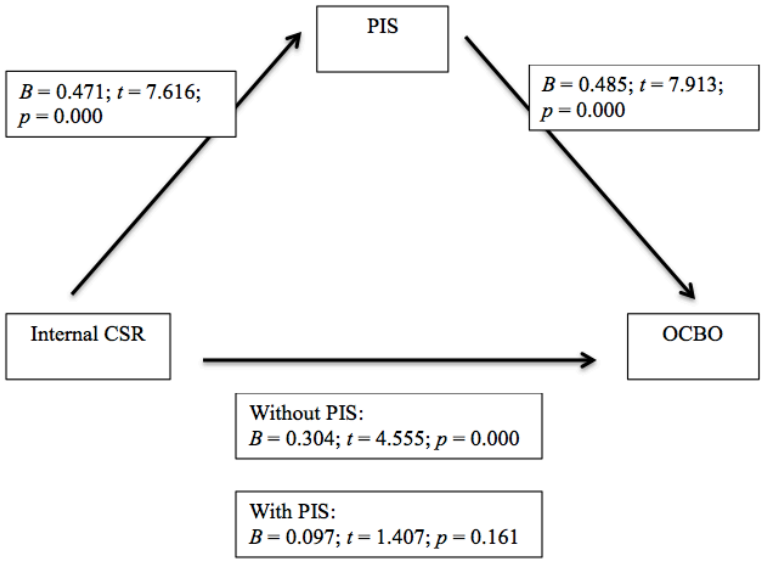


Figure 21

PIS as a mediator of the relationship between internal CSR and OCBO

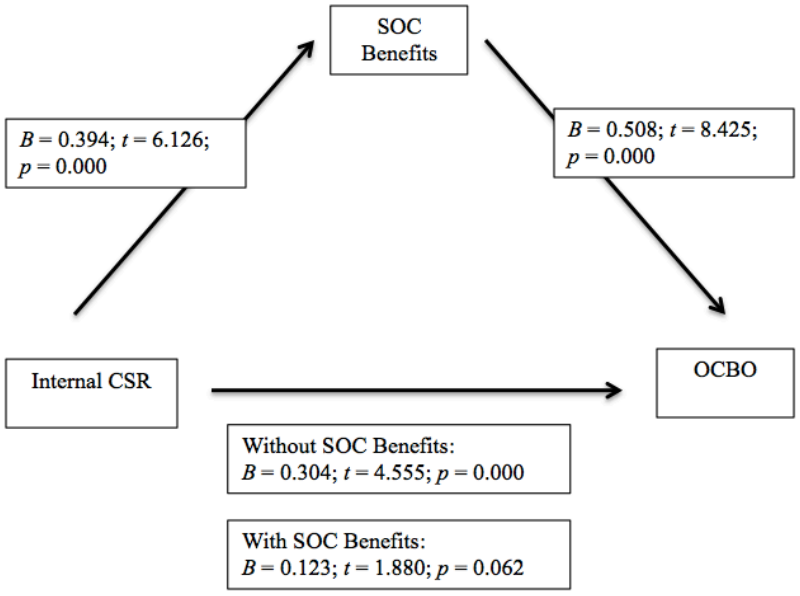


Figure 22

SOC Benefits as a mediator of the relationship between internal CSR and OCBO

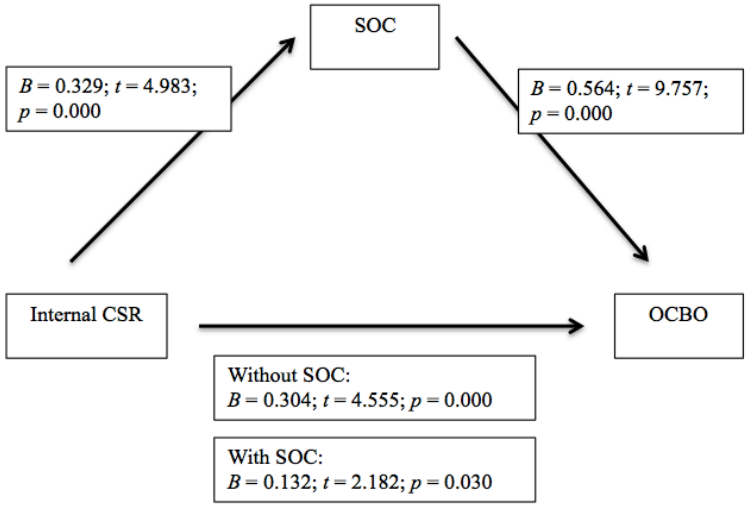


Figure 23

Overall SOC as a mediator of the relationship between internal CSR and OCBO

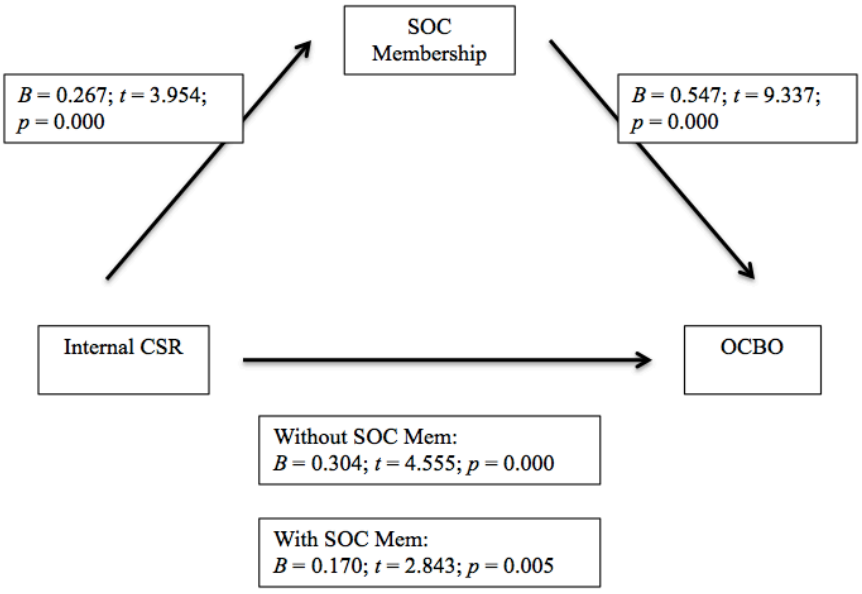


Figure 24

SOC Membership as a mediator of the relationship between internal CSR and OCBO

Appendix R: Student-supervisor contract

Please refer to the PDF document labeled ‘Appendix R’.