



Linking corporate social responsibility attributions and creativity: Modeling work engagement as a mediator

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ABSTRACT

The purpose of this paper is to examine whether employees attribute different motives to corporate social responsibility (CSR) practices of the organization and if these motives predict employee creativity. In addition, the study aims to explore the underlying psychological mechanism by proposing work engagement as a mediator of the relationship between CSR attributions and creativity. Sample for the study consisted of 219 employees from various IT organizations in India known for their CSR engagement. Exploratory factor analysis, CFA and SEM bootstrapping procedures were used to test the study hypotheses with the help of SPSS AMOS 24. Results indicate that employees differentiate the motives behind organizational CSR engagement as intrinsic and extrinsic. These motives were found to differentially impact work engagement and creativity. Intrinsic CSR attributions related positively and significantly with creativity, and work engagement fully mediated the relationship. However, extrinsic CSR attributions failed to show any significant relationship with both work engagement and creativity. By highlighting the role of the attributions in the context of CSR, this research provides important information on why organizational CSR involvement may not always yield positive results for the organization. The study identifies managing employees' skepticism as a critical success factor in the implementation of CSR to optimize the returns on CSR investments. The findings also carry significant implications for managers and policy makers of Indian IT industry in terms of how they devise, implement and communicate CSR plans and strategy.

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1. Introduction

Corporate social responsibility (CSR) which refers to “the corporate behaviors that aim to affect stakeholders positively and that go beyond its economic interests” (Turker, 2009), has been gaining heightened attention from the practitioners, more so in India after the new Companies Act, 2013 which has made CSR investments mandatory for the profitable organizations. Following the increasing importance of CSR in the corporate sphere, academic research in the field of CSR has also gained momentum. Most of the prior research in the CSR stream has highlighted positive attitudinal and behavioral outcomes of organizational engagement in CSR. For instance, employees' perception of organizational involvement in CSR has been related to organizational identification (Kim et al., 2010), organizational commitment (Farooq et al.,

2014; Hofman and Newman, 2014), job satisfaction (Rahman et al., 2016), in-role performance (Jones, 2010), and organizational citizenship behaviors (Rupp et al., 2013; Hansen et al., 2011). Since the organizations pursue CSR for various reasons and differ in the extent of their CSR involvement, just the organizational involvement in CSR may not help us fully understand employee attitudes and behaviors at work. Recurrent reports of corporate involvement in frauds and other deceptive and unethical behaviors have made stakeholders more wary and skeptical of the motives behind much publicized CSR activities of the organizations (Parboteeah and Cullen, 2015). Causal attribution inferences with regard to real intent behind CSR activities of the organizations are plausible to being evoked in such a context characterized by widespread suspicion (Vlachos et al., 2013a). Management of stakeholder skepticism, fuelled by recent upturn in the instances of corporate scandals and ethical transgressions, has been identified as a principal challenge in CSR implementation (Du et al., 2010). Since stakeholders have a tendency to evaluate and judge the motives behind organization's CSR involvement which determines their

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attitudes and behaviors toward the organization (Rupp et al., 2006; Gond et al., 2010), taking employees' attributions into consideration while interpreting their responses to CSR actions of the organization may provide valuable information for effective CSR implementation in the organizations. Vlachos et al. (2013a) also suggested CSR attributions as an important mechanism that can decipher the link between CSR exposure and stakeholder outcomes. However, attributional processes have received very limited attention in the CSR literature.

Against this background, this research aims to find answers to the following research questions: (a) whether employees associate different motives to CSR activities of the organization? (b) Do these attributions differentially impact employee behaviors?, and (c) what are the underlying psychological processes through which these attributions influence employee behaviors? HRM literature highlights the role of attributions in evoking diverse responses among employees (Nishii et al., 2008). Applying the attribution theory in the context of CSR, we argue that attribution of motives to organizational CSR activities may elicit disparate attitudinal responses on the part of employees. Since individuals tend to attribute causes to the observed behavior, attribution theory provides a useful framework to examine employees' response to CSR (Kelley, 1973). The use of attribution theory which envisages individuals as attribution targets is relevant in the present context as employees appraise organizations in the same manner as they evaluate people (Davies et al., 2003). Direct association of employees with the organization allows them to observe organization's CSR behavior over several occasions (Kelley, 1973). In particular, this study attempts to examine how subjective employee interpretations of intentions behind organizations' engagement in CSR affect their creativity through positive intrinsic work engagement. Employees were chosen as a key stakeholder group in the present study as we believe that employees are better positioned to judge the organizational motives due to their direct involvement in organizational practices and culture. Employees have more information about the organization in comparison to other stakeholders like consumers and can observe and evaluate more deeply the reason for organizational CSR engagement on the basis of organization's values, beliefs, and history (Story and Neves, 2015).

This research contributes to the literature in five major ways. First, employees who constitute an important stakeholder group have received scarce attention in the CSR literature when compared to external stakeholders (Aguinis and Glavas, 2012). We attempt to reduce this asymmetry and bridge the macro-micro divide in the CSR literature (which is dominated by macro level studies) by focusing on employees as a unit of analysis (Morgeson et al., 2013). Second, with rising evidence in support of positive consequences of CSR, the key question to be addressed now is not "whether to engage in CSR" but "how to implement CSR initiatives" for the optimal returns (Vlachos et al., 2013b). This study is an attempt to find answers to "when" and under "what conditions" CSR practiced by the organizations can contribute to improved organizational outcomes (Donia and Sirsly, 2016). Theoretical arguments in the literature suggest that employees as an internal organization member can act as a social change agent and contribute greatly toward effective implementation of CSR policies (Ramus and Steger, 2000; Aguilera et al., 2007). This study aims to advance the existing CSR literature by exploring how employees can contribute toward CSR strategy implementation in organizations. Third, this study diverges from the mainstream CSR research, which largely highlights the positive effect of employees' CSR perceptions, by proposing differential impact of employees' CSR attributions on their attitudes and behaviors. By delineating the role of CSR induced attributions in the process, we argue that employees' perceptions of CSR may not always elicit favorable response from the employees.

This study by focusing on subjective interpretations of CSR initiatives addresses an important gap in the literature where less attention has been paid to attribution process in determining how employees evaluate, judge and react to CSR practices of the organizations (Gond et al., 2017; Martinko et al., 2011; Vlachos et al., 2013b). Fourth, this research contributes to scarce literature on the effect of CSR on workplace behaviors by exploring the impact of CSR induced attributions on employee creativity. Finally, Aguinis and Glavas (2013) articulated the need to explore the possible processes linking organizational CSR involvement with stakeholder outcomes. This study advances the existing line of inquiry by unfurling the underlying psychological mechanism through which CSR attributions exercise their influence on employees' creative behavior.

2. Literature review

2.1. CSR attributions

The literature on CSR attributions has categorized motives behind CSR involvement primarily into CSR driven with a selfish intent of benefiting the organization (self-centered) and CSR motivated by benevolent desire to help others (other-centered). These two motives have been studied by scholars in various disciplines under different nomenclatures such as substantive vs. symbolic (Donia and Sirsly, 2016), intrinsic vs. extrinsic (Story and Neves, 2015), proactive vs. reactive (Groza et al., 2011), internal vs. external (Vlachos et al., 2013a) etc. The extant literature on CSR attributions is summarized in Table 1.

As can be seen from Table 1, most of the studies in the past have come from the West. Additionally, these studies have looked at causal CSR attributions from consumers' perspective (Ellen et al., 2006; Groza et al., 2011). For example, Ellen et al. (2006) in their study on Fortune 500 consumer packaged company having partnership with United Nations organization reported that consumers associate four kinds of motives to CSR engagement of the organizations: egoistic, stakeholder, strategic, and values-driven. Consumers responded positively in terms of higher purchase intentions to values and strategic-driven CSR (other-serving), while negatively to stakeholder and egoistic driven (self-serving) CSR attributions. Groza et al. (2011) reported that in contrast to reactive CSR, proactive engagement in CSR induces attribution of positive motives to CSR initiatives of the organization which results in positive attitude toward the company and higher purchase intentions on the part of consumers. It should be pointed here that very limited effort has been made to understand these attributions from employees' perspective. In particular, information around the effect of CSR attributions on employee attitudes and behaviors is meager. Moreover, existing employee-centric CSR attribution literature has treated CSR attributions mainly as a moderator to understand the association of CSR perceptions on attitudinal and behavioral outcomes, ignoring its main effects.

Different stakeholders can have different perceptions of CSR as individuals make causal explanation of the events based on the information available to them in their environment. Given the asymmetry of information available to different stakeholders, it is important to understand the causal judgments of employees-an important stakeholder group, in addition to consumers who have been the focus of attention in the past CSR attribution literature. The available research on employees' CSR attributions and its outcomes has mostly been conducted by Vlachos and colleagues (Vlachos et al., 2010, 2013b, 2017; Story and Neves, 2015). For instance, Vlachos et al. (2010) evaluated sales persons' attributions about organizational motive behind CSR actions using four dimensional CSR attribution framework proposed by Ellen et al.

Table 1
Summarized review of literature on CSR attributions.

Authors (Year)	Method	Sample (Industry)	Analysis	Country	Attribution Type	Main findings
Vlachos et al. (2017)	Survey	Employees and Managers (Manufacturing)	Hierarchical linear modeling	Europe	Genuine & Self serving	Managers' genuine (self-serving) CSR attributions are positively related to employees' genuine (self-serving) CSR attributions and the relationship is moderated by managers' organizational tenure. Employees' genuine CSR attributions are positively related to employee advocacy, whereas—employees' self-serving CSR attributions do not harm employee advocacy.
Vlachos, Epitropaki, Panagopoulos and Rapp (2013a)	Conceptual	NA	NA	Europe	Internal & External; Embedded & Peripheral	Causal attributions are important mechanisms that mediate the effects of embedded and peripheral CSR on important employee outcomes.
Vlachos, Panagopoulos and Rapp (2013b)	Survey	Employees and Managers (Manufacturing)	Hierarchical linear modeling	Europe	Intrinsic & Extrinsic	Employees' perceptions of charismatic leadership led to attribution of intrinsic motives to organizational CSR engagement which, in turn relates positively to job satisfaction. CSR-induced extrinsic attributions are neither explained by charismatic leadership nor do they predict job satisfaction.
Yoon et al. (2006)	Experiment	Consumers (Undergraduate students)	ANOVA	NA	Sincere and Insincere	Sincere involvement of the company in supporting worthwhile causes was perceived positively by the consumers and led to the attribution of positive motives and high ethical standards to the company, thus improved its image. High benefit salience of the cause hurts the company, in particular when consumers learn about it from a company source.
Vlachos et al. (2010)	Survey	Sales Employees (Consumer packaged goods)	PLS-SEM, Bootstrap	Netherlands	Egoistic, Value, Stakeholder & Strategic	Egoistic-driven motives negatively influence salesperson trust in the company, whereas stakeholder- and values-driven motives positively influence sales-person trust; however, strategic-driven attributions do not have an influence on salesperson trust. Trust mediates the relationship between sales force attributions and loyalty intentions and positive word-of-mouth.
Story and Neves (2015)	Survey	Employee-supervisor dyads (Multiple Industries)	EFA, multiple linear regression, simple slope analyses	Portugal	Intrinsic & Extrinsic	Employees' in-role and extra-role performance increases when employees attribute both intrinsic and extrinsic motives for CSR.
De Roeck and Delobbe (2012)	Survey	Employees (Petrochemical and oil)	SEM, Bootstrapping	Europe	Self-centered	Employee attribution of self-centered motives to their organization's investment in environmental issues moderates the relationship between perceived CSR and organizational trust.
Groza et al. (2011)	Experiment	Consumers (Undergraduate students, Public University)	MANOVA	US	Proactive & Reactive; Values, strategic & stakeholder	When compared to reactive, proactive CSR is perceived as more strategic and values driven by the consumers and results in favorable attitudes toward the company and higher purchase intentions. Attributions mediate the relation between CSR initiative and attitudes toward the company and purchase intentions. The source of the CSR message moderates the effect of CSR on consumer attributions.
Donia and Sirsly (2016)	Conceptual	NA	NA	Canada	Symbolic & substantive	The authors propose a theoretical model explaining the mechanism underlying employees' attributions of their organizations' CSR initiatives as substantive or symbolic, and describe the differential impact of these attributions on ensuing employee attitudes and behaviors.
Ellen et al. (2006)	Experiment	Consumers (Students); Staff employees, University)	CFA, MANOVA, Regression	US	Self centered, Egoistic, values driven and stakeholder driven	Consumers respond most positively to CSR efforts they judged as values driven and strategic and negatively to efforts perceived as stakeholder driven or egoistic. Attributions were shown to affect purchase intent as well as mediate the structure of an offer.
Pai et al. (2015)	Survey	Consumers (Industrial Buyers; Manufacturing and Service)	Hierarchical regression analysis, bootstrapping	Taiwan	Extrinsic Intrinsic	CSR perceptions of industrial buyers are more strongly and positively related to brand advocacy and brand equity when they interpret CSR activities of their suppliers as driven more by intrinsic motives and less by extrinsic motives. Brand advocacy mediates the interactive effects of CSR and CSR attribution on industrial brand equity.
Du et al. (2007)	Survey	Consumers (Dairy, Yoghurt)	Multiple Regression, multinomial logit model	US	Intrinsic & Extrinsic	Intrinsic attributions positively moderate CSR awareness—CSR beliefs relationship, and this moderating role is stronger for a CSR brand than for its competitors. Extrinsic attributions negatively moderate CSR awareness—CSR beliefs relationship, and this moderating role is stronger for a CSR brand than for its competitors. Intrinsic attributions relate positively to Corporate ability (CA) beliefs. The link between CSR awareness and CA beliefs is stronger when consumers make greater intrinsic attributions.

(2006). Findings of their study revealed that other-serving CSR motives (stakeholder and values driven) enhanced salesperson's trust, loyalty and positive word of mouth intentions. On the other hand, egoistic driven motives showed a negative influence while strategic driven motive had no effect on salesperson's trust. In another study done on employees of manufacturing organizations, Vlachos et al. (2013b) reported that charismatic leadership determines employees' CSR induced attributions, which in turn affect their job satisfaction. Here, intrinsic CSR attributions were found to influence employees' job satisfaction significantly, while extrinsic CSR attributions failed to show any significant effect on the same. Further, Story and Neves (2015) in their study among employees from various industries in Portugal reported positive influence of both extrinsic and intrinsic CSR motives on in-role and extra-role performance. Recently, employees' attributions of genuine CSR motives were found to influence employee advocacy positively, whereas self-serving attributions had no effect on the same as reported by Vlachos et al. (2017).

To shed light on the role of employees' CSR attributions in influencing their workplace attitudes and behaviors, we study employees' CSR attributions under two categories- Intrinsic and Extrinsic. Intrinsic CSR activities are the activities done with sincere efforts by the organization (Vlachos et al., 2013b) and the employees believe that the organization genuinely cares for the cause. Such kind of attribution reflects the benevolent nature and altruistic value of the organization. Extrinsic CSR activities are the activities done with an intention to fulfill a specific purpose (Vlachos et al., 2013b). These intentions do not mean to hamper or have any negative effects on the society or a community rather it merely means that the approach of the organization is strategic in nature. It is more like an investment done by the organization for the purpose of advancement and welfare of business.

2.2. CSR, work engagement and creativity

Prior research on employees' CSR perceptions has mostly focused on organizational commitment and job satisfaction as dependent variables. In this context, Glavas (2016) stated the need to extend the research on CSR outcomes beyond what has been explored till date. Among the various outcomes explored, work engagement and creativity, which have been gaining increasing attention from the practitioners in today's highly competitive business era, have received inadequate attention in the micro-CSR literature (Hur et al., 2016).

In order to thrive and stay ahead of competition, organizations must innovate in this dynamic and globally competitive business environment. Innovation can be a key differentiator and to innovate, one must be creative in thinking and action. Creativity involves creation of novel and valuable ideas about products, services, methods and processes (Amabile, 1988; Shalley and Zhou, 2008). Surprisingly, limited studies have explored the role of CSR in influencing employees' creativity (Brammer et al., 2015; Glavas and Piderit, 2009; Hur et al., 2016). This underscores the need for more research from diverse contexts to validate the link between CSR and creativity and to get better insights on the mechanisms through which organizational CSR engagement influences employee creativity. Besides, the aforementioned studies have merely examined the impact of employees' perception of organizational engagement in CSR on their creative pursuits, ignoring the role of causal attribution processes.

To address the above gaps, we propose to examine the relationship of employees' intrinsic and extrinsic CSR attributions with creativity through the mediating effect of work engagement. Work engagement is an affirmative emotion that employees have toward their work and the effort made by them in its completion (Macey

and Schneider, 2008). Schaufeli et al. (2002) defined work engagement as "a positive, satisfying, job-related state of mind that is characterized by vigor, dedication, and absorption". An employee who is fully involved and is enthusiastic about his job is considered as fully engaged. Engaged employees perform better than their non-engaged counterparts (Bakker and Demerouti, 2008). The following section presents the theoretical framework and study hypotheses.

3. Theoretical framework and study hypotheses

Since individuals are more inquisitive about the underlying causes of one's behavior than the behavior itself (Gilbert and Malone, 1995), Attribution theory (Kelley, 1973) appears to provide an appropriate framework to study employees' CSR induced attributions. To develop the study hypotheses relating CSR attributions with work engagement and employee creativity, we use perspectives from organizational justice framework (Rupp et al., 2006) and social identity theory (Hogg and Abrams, 1988).

3.1. Intrinsic CSR, work engagement and creativity

Employee attitudes are influenced by their perception of the degree of fairness of organizational actions (Cropanzano et al., 2001). According to the organizational justice perspective, employees' justice perceptions are not only influenced by how they are themselves treated but also on the treatment offered to external parties (Rupp et al., 2006). Employees react (positively or negatively) to CSR actions (fair or unfair) even when they are not subject of these actions (Rupp et al., 2006). Their attitudes are influenced by the fairness perceptions of the organizational activities directed toward themselves as well as other stakeholders. It has been empirically demonstrated that organizational justice perceptions positively affect work engagement (Saks, 2006). The multiple need model of organizational justice states that employees' concern for the equitable treatment originates from, relational, instrumental and morality based motives driven by basic needs of control, belongingness and meaningfulness respectively (Rupp et al., 2006).

When an organization engages in CSR due to their intrinsic desire to help society, it is likely to signal employees that they (insiders) will also be treated well and the organization will not act opportunistically. The values driven CSR-induced motives are likely to meet the innate need for control by allowing employees to predict with certainty how they themselves can expect to be treated and valued by the organization (Rupp et al., 2013). This experience of control generated by organization's genuine involvement in CSR is likely to create a climate of psychological safety where employees may feel free to voice their opinions and bring their true selves to work without any fear of negative consequence to their status and position in the organization (May et al., 2004). Involvement of organization in CSR due to ethical and moral reasons may also influence employees' justice perceptions by reflecting organization's respect for human dignity and worth which satisfies their need for meaningfulness existence. Glavas and Piderit (2009) found that the organizations that are involved in CSR activities are more likely to provide their employees with meaningful and open work environment which leads to high engagement and innovativeness. Freaney and Tiernan (2006) assert that employees are psychologically and cognitively engaged when they get opportunities to believe that they have an impact and fulfillment in their work and recognize that they are a part of something important. Vlachos et al. (2013b) provided support for the above arguments by demonstrating a positive relation between intrinsic CSR attributions and job satisfaction. Similarly, Asrar-ul-Haq et al. (2017) in a study among faculty and staff of

universities in Pakistan reported a positive association between favorable CSR perceptions and job satisfaction and organizational commitment. On the same lines, [Cantele and Zardini \(2018\)](#) in a study among Italian small and medium size manufacturing companies reported mediating effect of employees' organizational commitment on the relation between social, economic and formal practices dimensions of sustainability and competitive advantage and financial performance.

Since contextual factors such as work environment and job characteristics have a significant influence on employee creativity ([Amabile et al., 1996](#)), perceptions of psychologically safe and meaningful environment will also encourage employees to experiment and come up with new and innovative ideas for improving the products, services and processes in organization as well as to solve social problems. [Pandey and Gupta \(2008\)](#) argued that social consciousness which develops in an organizational climate characterized by generosity and concern toward others makes employees produce creative and novel ideas benefiting others. In support, [Cumming et al. \(2005\)](#) in a study on FTSE 350 companies found that when compared to others, the companies that focus on societal issues have an increased motivation and creativity among their employees. In a related study among eco-responsible Spanish firms, [Reverte et al. \(2016\)](#) demonstrated significant direct effect of economic, environment and social dimensions of CSR on innovation and organizational performance. In a study among employees of seven North American companies, [Glavas and Piderit \(2009\)](#) also reported a positive relationship between corporate citizenship and creative involvement of employees. In literature, it has also been shown that employees are more creative when they perceive that their organization motivates them to think out of the box and contribute toward betterment of the society and organization ([Hur et al., 2016](#)). [Brown et al. \(2005\)](#) also argued that work environments characterized by freedom, autonomy and empowerment increase employees' intrinsic motivation, which in turn leads to higher engagement and greater creativity.

Another perspective on the relationship among CSR attributions, work engagement and creativity can be provided on the basis of SIT ([Hogg and Abrams, 1988](#)). When an organization engages in CSR due to intrinsic reasons, it is perceived positively by external stakeholders, which enhances its image and external reputation. Association with such an organization of repute makes employees feel proud and enhances their self esteem. According to SIT, this amplified self esteem leads to heightened organizational identification which fulfills employees' need for belongingness ([Ashforth and Mael, 1989](#)). Increased organizational identification, in turn, will make employees display attitudes and behaviors benefiting the organization, resulting in higher work engagement and creative behaviors. [Brammer et al. \(2015\)](#) in a study among professional telecom sector workers in Spain provided support for the above argument by demonstrating direct and indirect influence of CSR on creative effort through organizational identification.

Based on the above arguments, we propose that attribution of organizational engagement in CSR to genuine care and concern for the society is likely to enhance work engagement and creativity of employees.

Hypothesis 1. Intrinsic CSR attribution relates positively to work engagement.

Hypothesis 2. Intrinsic CSR attribution relates positively to employee creativity.

3.2. Extrinsic CSR, work engagement and creativity

Contrary to the above, extrinsic attribution assumes that

employees observe organizational CSR activities as a marketing tool to enhance their profits. Organizational involvement in CSR mainly due to extrinsic reasons may reduce the sense of control and legitimacy making organizational climate psychologically unsafe. This lack of psychological safety will stop employees from bringing their full selves to work and reduce their work engagement ([May et al., 2004](#)). This insecurity will also discourage risk taking and prevent employees from coming up with innovative ideas and solutions to the problems, thereby hampering creativity. Also, self-centric involvement in CSR damages external reputation of the organization due to attribution of selfish motives by external stakeholders, which decreases employees' identification with the organization ([Ashforth and Mael, 1989](#)). Reduced organizational identification will adversely affect display of organizationally beneficial behaviors on the part of employees. Supporting this, [Vlachos et al. \(2010\)](#) reported negative influence of egoist driven motives behind CSR involvement on salespersons' trust and loyalty intentions. Unlike external stakeholders, the extrinsic motives may be considered as legitimate by the employees as they might see these investments as a non-zero-sum game serving the society as well as the organization ([Vlachos et al., 2010](#)). When the employees see that organizational CSR involvement is benefiting both the social cause and the organization, they are likely to respond positively as their career and compensation in the organization depends on the prosperity of business ([Vlachos et al., 2013b](#)). Also, there exists a possibility that investment of resources in activities not directly related with business operations may be perceived by employees as mistreatment of organizational resources resulting in reduced engagement and performance ([Lin et al., 2010](#)). In support, [Vlachos et al. \(2010\)](#) found that strategic driven CSR attributions positively influence employees' loyalty intentions and word of mouth. Further, [Story and Neves \(2015\)](#) reported that attribution of both intrinsic and extrinsic motives to CSR actions of the organization enhances the in-role and extra-role performance of employees. While, [Vlachos et al. \(2013b\)](#) demonstrated that external attribution does not have any influence on employees' job satisfaction.

On one hand, attribution of social involvement of the organization to extrinsic reasons may enhance work engagement and creativity due to perception of twofold benefit to business and society. On the other hand, pursuit of social responsibility due to the sole target of benefiting the organization may undermine organizational reputation, reduce psychological safety and hence, adversely affect engagement and creativity. Both the above explanations seem reasonable. However, going by the empirical evidence provided by [Story and Neves \(2015\)](#) where both intrinsic and extrinsic CSR were found to positively relate with employee attitudes and behavior, we propose a positive association between extrinsic CSR, work engagement and creativity.

Hypothesis 3. Extrinsic CSR attribution relates positively to work engagement.

Hypothesis 4. Extrinsic CSR attribution relates positively to employee creativity.

3.3. Work engagement and creativity

As per the componential theory of creativity ([Amabile, 1997](#)), intrinsic motivation is an indispensable condition for creative performance. It is expected that an individual who is energetic and absorbed in one's work will perform in a creative manner. Engaged employees are enthusiastic to use their creative skills to perform excellently ([Demerouti and Cropanzano, 2010](#)). Work engagement can be expected to drive creativity as engaged employees are open

to experiences and are intrinsically motivated to pursue their goals (Demerouti and Cropanzano, 2010). Additionally, engaged employees often experience positive emotions which widen their momentary thought action repertoire process and generate personal resources (Fredrickson, 2001). These positive emotions facilitate creative behavior by fostering the thirst for exploring and assimilating new information. Amabile et al. (2005) in a longitudinal diary study found that positive affect has a positive relationship with creativity. Though work engagement has been suggested as an antecedent of creativity, it has received scarce empirical attention in the literature. Only a few studies have made an attempt to test the relationship of work engagement with creativity. For example, Bakker and Xanthopoulou (2013) in a study among school principals and teachers dyad reported significant mediating influence of work engagement in job resources-creativity relationship. Similarly, Demerouti et al. (2015) found positive linkage between work engagement and supervisor rated creativity in a study among employees of various sectors in the Netherlands. Further, in a study among eldercare nurses in Japan, Toyama and Mauno (2016) demonstrated that work engagement mediates the relationship of emotional intelligence with creativity.

On the basis of the above arguments, we hypothesize a positive relationship between work engagement and creativity.

Hypothesis 5. Work engagement relates positively to employee creativity.

3.4. Work engagement as mediator

Limited attempt has been made in the past to discover the underlying mechanisms explaining the connection between CSR attributions and employee behaviors. In the only study available in the literature where an effort was made to analyze the processes elucidating the linkage, Vlachos et al. (2010) demonstrated trust as a mediator of the relationship between sales force CSR attributions and employee outcomes such as loyalty intentions and word of mouth. On the basis of the arguments presented below, we argue that the relationship between CSR attributions and employees' creative involvement is mediated by positive intrinsic work engagement.

CSR performed with genuine desire and concern for stakeholders (intrinsic) enhances fairness perceptions of employees by satisfying their innate need for control, belongingness and

meaningful living (Rupp et al., 2006). Improved justice perceptions motivate employees to express themselves psychologically, cognitively and emotionally at work leading to higher work engagement (Saks, 2006). Similarly, CSR carried out with extrinsic motives enhances employees' work engagement due to perception of dual benefit to business and society. Work engagement resulting from attribution of intrinsic and extrinsic motives to organizational CSR fosters employee creativity by broadening employees' thought and action repertoires (Fredrickson, 2001). Hence, there is a possibility of work engagement mediating the effect CSR attributions (intrinsic and extrinsic) on creativity. In support of the above argument, Hur et al. (2016) in a study on South Korean employees reported that the relation of employees' CSR perception with creativity was serially mediated by intrinsic motivation and compassion at work. Related evidence was provided by Ilkhanizadeh and Karatepe (2017) where they demonstrated the mediating role of work engagement on the relation between flight attendants' perception of CSR practices and their career satisfaction and voice behavior. Thus, work engagement appears to be a valuable mechanism that can explicate the linkage between CSR and employee creativity.

Based on the above arguments and evidences, we assume that when employees perceive organizational involvement in CSR to be both ethical and strategic in nature, it will intrinsically motivate them to engage in creative pursuits. Therefore, in addition to direct association between CSR attributions and creativity, we propose an indirect connection between the two via work engagement.

Hypothesis 6. Work engagement mediates the relationship of intrinsic CSR attribution and creativity.

Hypothesis 7. Work engagement mediates the relationship of extrinsic CSR attribution and creativity.

Fig. 1 presents the proposed conceptual model.

4. Research methodology

4.1. Participants and procedures

The sample for the study consisted of employees working in various IT organizations in India. As per 2017 NASSCOM report, Indian IT sector contributes more than 9.3% to India's GDP and is the largest private employer employing more than 3.9 million people. Indian IT industry has made its presence felt in the global

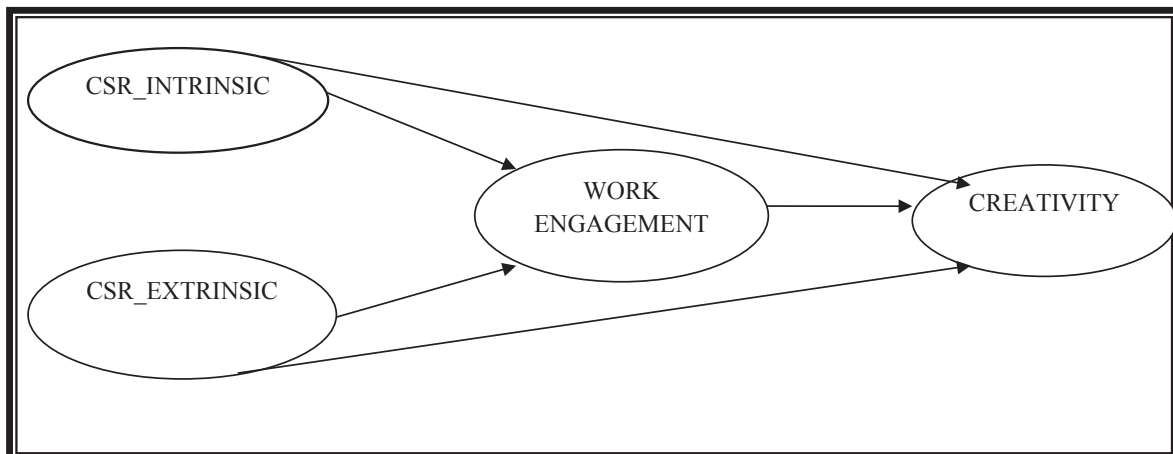


Fig. 1. Hypothesized research model.

Table 2

Mean, Standard deviation and inter-correlations among study variables.

S. No.	Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender	0.63	0.48	1								
2	Age	2.5	0.67	.293**	1							
3	Education	2.4	0.56	0.118	.452**	1						
4	Position	1.82	0.68	.176**	.488**	.269**	1					
5	Tenure	2.12	0.92	0.124	.314**	.218**	.205**	1				
6	CSR_INT	3.64	0.99	−0.086	0.046	0.019	−0.037	0.015	(0.92)			
7	CSR_EXT	3.33	1.02	−0.092	−0.033	−0.038	−0.123	0.014	.546**	(0.91)		
8	WE	3.59	0.87	−0.013	.188**	0.097	0.112	−0.045	.510**	.411**	(0.93)	
9	CRVTY	3.86	0.85	0.008	0.082	0.005	0.148*	−0.008	.376**	.283**	.571**	(0.97)

Note. ** $p < .001$, * $p < .05$, Figures in the bracket represent Cronbach Alpha Values. CRVTY=Creativity, WE= Work Engagement, CSR_INT = Intrinsic CSR attributions, CSR_EXT = Extrinsic CSR attributions.

markets and its financial success has become benchmark for other industries in India (Gupta et al., 2015). Seven IT organizations were chosen randomly from the top ten IT companies in India as rated by Dataquest¹ in 2015 in terms of annual revenue. The selected organizations were large size IT firms known for their CSR presence in the country and were located in different regions of India like Delhi, Kolkatta, Mumbai, Bangalore, Pune, and Chandigarh. The sampled organizations were approached in the month of March 2017 for the purpose of taking their consent for participation in the study. After the organizations agreed to participate, an online survey link was forwarded to the respective email ids of employees in the first week of April 2017. As a follow up, a reminder email was sent after a week. 180 responses were obtained online in a period of two months (April 2017–May 2017). Two organizations preferred the data collection through paper and pencil questionnaire. 39 responses were collected from these organizations through personal visit by the second author of this paper in the Month of May 2017. In all, 500 questionnaires were circulated among employees and their team leaders out of which 230 (46% response rate) filled questionnaires were received. 11 questionnaires were discarded due to incomplete information resulting in a usable sample comprising a dyad of 219 employees and their team leaders, in which employees responded to the questionnaires on CSR attributions and work engagement and 31 team leaders rated the creativity of employees. Males constituted 63.01 percent of sample while 36.98 percent were females. The maximum numbers of participants had a bachelor degree (56.6%), and their work experience in the current organization ranged between 1 and 5 years (60.2%). In terms of age, 58.9% of the respondents were below the age of 30 years, 32.4% were in the age group of 31–40 years and 8.7% of the respondents were above 40 years. As to position in the organizational hierarchy, 50.7% of the employees belonged to middle management level, 16% worked at senior management level and the rest were at junior management level in the sampled organizations.

4.2. Control variables

To avoid confounding relationships, we statistically controlled the effect of age, gender, education, position and organizational tenure in the study as they have been reported in the prior studies to have an influence on work engagement (Coetzee and de Villiers, 2010; Halbesleben and Wheeler, 2008; Schaufeli et al., 2006) and employee creative outcomes (Martins and Shalley, 2011; Alsrour and Al-Ali, 2016).

4.3. Measures

4.3.1. CSR attributions

CSR attributions were measured using the items adapted from Du et al. (2007) and Ellen et al. (2006). The items of the scale represent two dimensions of CSR induced attributions—intrinsic and extrinsic. The scale contains six items measured on a five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Sample item for each of the dimensions include “Our company engages in socially responsible initiatives because it feels morally obligated to help” (intrinsic) and “Our company hopes to increase its profits by engaging in socially responsible activities” (extrinsic). The measure was found to have a Cronbach value of 0.89.

4.3.2. Work Engagement

Work engagement was measured using shortened version of Utrecht work engagement scale by Schaufeli et al. (2006). The items of the scale represent three dimensions—vigor, dedication and absorption. Each dimension consists of three items measured on a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). The typical scale items are: “At my work, I feel bursting with energy” (vigor), “My job inspires me” (dedication) and “I am immersed in my work” (absorption). The measure was found to have a Cronbach value of 0.93.

4.3.3. Creativity

Employee creativity was measured using 12 items taken from 13-item creativity scale by Zhou and George (2001). Typical response items were: “Often has new and innovative ideas” and “Promotes and champions ideas to others”. The responses were anchored from not at all characteristics (1) to very characteristics (5). The measure was found to have a Cronbach value of 0.97.

4.3.4. Data analysis

SPSS AMOS 24 was used for data analysis. To test the nature of the data, descriptive analysis was used. Exploratory factor analysis (EFA) was conducted on the measure of CSR attributions to see if employees engage in causal reasoning and attribute different motives to CSR initiatives of the organization. Further, to test convergent and discriminant validity and to verify the goodness of fitness of all the scales in present context, we used confirmatory factory analysis (CFA). Finally, the model fit was tested using structural equation modeling (SEM). Different fit indices such as normed-fit index (NFI), Tucker-Lewis index (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA) were used to assess the fit. Indirect effects were analyzed using bootstrapping procedures in AMOS.

¹ <http://www.dqindia.com/dq-top20-meet-indias-top-100-it-companies/>.

Table 3
Exploratory factor analysis of CSR attributions.

	Factor 1	Factor 2
Intrinsic CSR attribution		
Our company is genuinely concerned about being socially responsible.	0.972	
Our company engages in socially responsible initiatives because it feels morally obligated to help.	0.856	
Our company engages in socially responsible initiatives in order to give back something to the community.	0.934	
Extrinsic CSR attribution		
Our company engages in socially responsible initiatives in order to get more customers.		0.852
Our company engages in socially responsible initiatives because it feels competitive pressures to engage in such activities.		0.929
Our company hopes to increase its profits by engaging in socially responsible activities.		0.956

Table 4
Confirmatory factor analysis to establish the distinctiveness of the constructs.

Model	χ^2/df	CFI	NFI	TLI	RMSEA
Four-factor model	2.25	0.935	0.889	0.926	0.07
Three-factor model	3.27	0.877	0.833	0.866	0.102
One-factor model	7.89	0.623	0.593	0.592	0.178

5. Results

The basic nature of the data was described using descriptive statistics as presented in Table 2. Correlations among main study variables were found to be significant and positive, thereby providing preliminary support for the study hypotheses.

The scale utilized in the present study to measure CSR attributions has been used only once by Vlachos et al. (2013b) and that too in European context. Therefore, to test if the instrument follows the same factor structure as proposed by Vlachos et al. (2013b) and to see if the employees associate different motives to CSR activities of the organization, we conducted EFA with direct oblimin rotation (oblique) on the measures of intrinsic and extrinsic CSR. The analysis resulted into two clear factors with none of the cross

loadings exceeding the value of 0.099. The first factor (intrinsic CSR attributions) explained 65.9%, while the second factor (extrinsic CSR attributions) accounted for 19.5% of the total variance (Table 3). Two clean factors with strong factor loadings and insignificant cross loadings clearly show that the employees evaluate the intent behind CSR actions of the organization leading to the attribution of two distinct motives: intrinsic and extrinsic.

Before testing the study hypotheses, CFA was conducted to examine the fit of the four factor model. To achieve this objective, three alternative model conceptualizations were proposed and tested for their fit with the data (Table 4). It was found that the four factor model structure showed better fit to the data when compared to the three factor model (where intrinsic and extrinsic CSR were loaded onto a single factor) and the one factor model (where all the items were loaded onto a single factor). The poor fit of the three factor model compared to that of the proposed four factor model again reinforces our proposition that employees differentiate the motives behind organizations' CSR actions as intrinsic and extrinsic.

In the four factor model, the factor loading for all the items was found to be significant at 0.001 level, which indicates convergent validity (Anderson and Gerbing, 1988) (Table 5). In addition, the

Table 5
Overall reliability of the constructs and standardized loadings of indicators.

Construct	Indicators	AVE	MSV	ASV	CR	Factor Loadings
Creativity	Suggests new ways to achieve goals or objectives.	0.76	0.35	0.2	0.98	0.766**
	Comes up with new and practical ideas to improve performance.					0.858**
	Searches out new technologies, processes, techniques, and/or product ideas					0.868**
	Suggests new ways to increase the quality.					0.884**
	Take risks and are considered a good source of creative ideas.					0.852**
	Promotes and champions ideas to others.					0.894**
	Exhibits creativity on the job when given the opportunity to.					0.912**
	Develops adequate plans and schedules for the implementation of new ideas.					0.841**
	Comes up with new and innovative ideas.					0.908**
	Comes up with creative solutions to problems.					0.905**
	Often has a fresh approach to problems.					0.908**
	Suggests new ways of performing work tasks.					0.877**
	Intrinsic CSR					Our company is genuinely concerned about being socially responsible.
Our company engages in socially responsible initiatives because it feels morally obligated to help.		0.862**				
Our company engages in socially responsible initiatives in order to give back something to the community.		0.928**				
Extrinsic CSR	Our company engages in socially responsible initiatives in order to get more customers.	0.77	0.34	0.2	0.89	0.843**
	Our company engages in socially responsible initiatives because it feels competitive pressures to engage in such activities.					0.916**
	Our company hopes to increase its profits by engaging in socially responsible activities.					0.867**
Work Engagement	At my work, I feel bursting with energy.	0.6	0.35	0.27	0.92	0.578**
	At my job, I feel strong and vigorous.					0.805**
	I am enthusiastic about my job.					0.872**
	My job inspires me.					0.862**
	When I get up in the morning, I feel like going to work.					0.857**
	I feel happy when I am working intensely.					0.800**
	I am proud on the work that I do.					0.818**
	I am immersed in my work.					0.557**
	I get carried away when I'm working.					0.780**

Notes: AVE, average variance extracted; CR, composite reliability; MSV, maximum shared variance; ASV, average shared variance. **p < .001.

Cronbach α value for all the constructs was above 0.90, which indicates high reliability of the study constructs (Table 2). As can be seen from Table 5, the average variance extracted (AVE) value for all the constructs was greater than 0.50 and all the composite reliability (CR) values were greater than the corresponding AVE values. This further confirms the convergent validity of the hypothesized model (Hair et al., 2010). To assess discriminant validity, the values of maximum shared variance (MSV) and average shared variance (ASV) were computed and compared with the AVE values. All the ASV and MSV values were found to be less than their respective AVE values, which confirms the discriminant validity of the constructs (Hair et al., 2010).

In addition, the VIF values ranged from 1.4 to 1.5 (below 10), eliminating the possibility of multicollinearity.

5.1. Hypotheses testing

The hypothesized direct and indirect effects were tested using SEM. The effect of intrinsic and extrinsic CSR attributions on creativity was tested using direct structural model, without inclusion of the mediator. The results showed that the effect of only intrinsic ($\beta = 0.33, p < .001$) CSR attribution was significant while extrinsic CSR ($\beta = 0.10, ns$) attributions failed to exercise any direct effect on creativity. Together, intrinsic and extrinsic CSR attributions explained 16% of the variance in creativity ($R^2 = 0.16$). Accordingly, H1 was accepted, whereas H2 was rejected.

Similarly, intrinsic CSR attribution ($\beta = 0.47, p < .001$) was found to have significant effect on work engagement while extrinsic CSR attribution ($\beta = 0.14, p < .10$) failed to affect work engagement at 0.001 level of significance. Intrinsic and extrinsic CSR together determined 31% of the variance in work engagement ($R^2 = 0.31$). Consequently, H3 was accepted and H4 was rejected. With regard to hypothesis 5, work engagement proved to be a significant predictor of creativity ($\beta = 0.59, p < .001$), when tested using direct structural model. Work engagement was found to explain 34.7% of the variance in creativity ($R^2 = 0.347$). Hence, H5 was supported. Fig. 2 shows the regression coefficients when all the variables were included in the model. None of the control variables were found to affect work engagement and creativity significantly (0.01 level). Therefore, to preserve degrees of freedom and model parsimony,

Table 6
Indirect effects of CSR attributions on creativity through work engagement.

IV	Mediator	Point Estimate	SE	Bootstrapping	
				BC 95% CI	
				Lower	Upper
Intrinsic CSR	Work engagement	0.222	0.070	0.107	0.386
Extrinsic CSR	Work engagement	0.064	0.048	-0.015	0.185

R^2 value for overall model 0.44, $p < .01$.

Note: IV refers to Independent Variable; BC refers to bias corrected; 5000 bootstrap samples were requested.

the results have been reported without including them in the model. In the overall model, intrinsic CSR, extrinsic CSR and work engagement together explained 36.2% ($R^2 = 0.362$) of the variance in the creativity.

As can be seen from Fig. 2, the paths from intrinsic ($\beta = 0.08, ns$) and extrinsic CSR ($\beta = 0.03, ns$) to creativity became insignificant when work engagement was included in the model, indicating full mediation. Also, compared to partial mediation model ($\chi^2/df = 1.840, NFI = 0.913, TLI = 0.950, CFI = 0.958, \text{ and } RMSEA = 0.06$), full mediation model ($\chi^2/df = 1.834, NFI = 0.912, TLI = 0.951, CFI = 0.958, \text{ and } RMSEA = 0.06$) exhibited slightly better fit to the data. To confirm the mediation effects, indirect effects were analyzed. Table 6 presents the indirect effect of intrinsic and extrinsic CSR attributions on creativity through work engagement, as obtained using bootstrapping procedures in AMOS 24.

The overall mediation model was significant and explained 44% of the variance in employee creativity. With 95% confidence, the analysis revealed that the indirect effect of intrinsic CSR attribution on creativity through work engagement ($\{a_1b_1 = 0.222, BC\ CI = (0.107, 0.386)\}$) was significant, since zero did not lie in the confidence interval range. This confirms the mediating role of work engagement in the relationship between intrinsic CSR attributions and creativity. Thus, H6 was accepted. On the contrary, the indirect effect of extrinsic CSR attribution on creativity was insignificant ($\{a_2b_2 = 0.064, BC\ CI = (-0.015, 0.185)\}$). Therefore, work engagement failed to mediate the relationship of extrinsic CSR with creativity leading to rejection of H7. The results of hypotheses testing are summarized in Table 7.

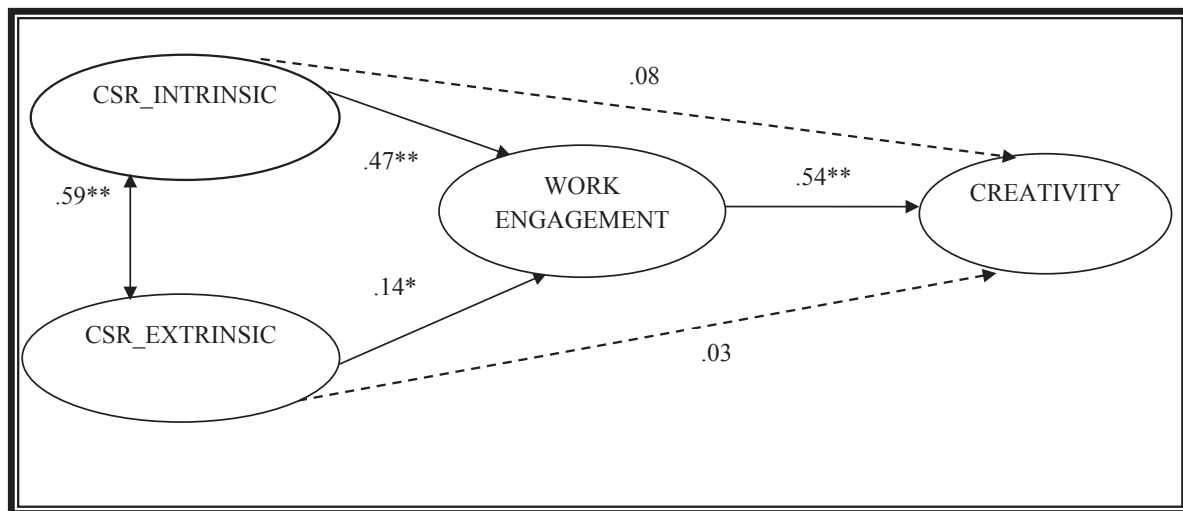


Fig. 2. Path diagram and standardized estimates (Dotted lines represent relationships which are not significant in the full model; ** = $p < .001$). Note. ** $p < .001$, * $p < .10$.

Table 7
Results of hypotheses testing.

Hypotheses	Results
H1: Intrinsic CSR attribution relates positively to work engagement	Accepted
H2: Intrinsic CSR attribution relates positively to employee creativity	Accepted
H3: Extrinsic CSR attribution relates positively to work engagement	Rejected
H4: Extrinsic CSR attribution relates positively to employee creativity	Rejected
H5: Work engagement relates positively to employee creativity	Accepted
H6: Work engagement mediates the relationship of intrinsic CSR attribution and creativity	Accepted
H7: Work engagement mediates the relationship of extrinsic CSR attribution and creativity.	Rejected

6. Discussion

The present study focused on examining the influence of employees' perceptions of CSR on their work place attitudes and behaviors. Given the importance ascribed to the role of attributions in determining employees' reactions to organizational initiatives (Martinko et al., 2011), this study examines the effect of causal attributions which employees' make with regard to underlying intents behind organization's CSR involvement, rather than just concentrating on employees' perceptions of CSR. This research was an attempt to understand CSR attribution process from employees' perspective and its impact on important workplace outcomes. Drawing from the attribution theory (Kelley, 1973), organizational justice framework (Rupp et al., 2006) and social identity theory (Hogg and Abrams, 1988), we proposed to examine whether employees attribute different motives to CSR initiatives of their organization, and if these attributions influence their work engagement and creativity. Explicitly, work engagement was hypothesized to be a mediator of the relationship between CSR induced attributions and employee creativity. The results suggest that employees' differentiate the motives underlying organizational CSR engagement as intrinsic and extrinsic. These results corroborate the findings of prior research on CSR (as shown in Table 1) where employees were reported to chiefly attribute self-centered and other-centered motives to organization's CSR initiatives. Employees are induced to make causal attributions in an environment characterized by limited trust in organizational actions (Vlachos et al., 2013a). This could be an indication of the fact that employees working in IT organizations in India suspect ulterior motives behind CSR activities of their employer making them ascribe multiple hypotheses to the genuineness of organization's behavior (Fein, 1996).

The results also show that intrinsic CSR attributions relate positively and significantly with creativity and work engagement. These findings are in line with that of the previous studies where positive CSR perceptions were found to stimulate creative involvement of employees (Hur et al., 2016; Brammer et al., 2015; Reverte et al., 2016). These results also support the findings of the past studies where CSR perceptions were reported to positively influence employee attitudes such as job satisfaction (Vlachos et al., 2017; Glavas and Kelley, 2014), organizational commitment (Asrarul-Haq et al., 2017; Cantele and Zardini, 2018) and work engagement (Glavas, 2016). By highlighting the role of causal attribution process in shaping employees' work engagement and creativity, this study extends the earlier research which failed to account for the role of attributions in the CSR process. Further, work engagement fully mediated the association between intrinsic CSR attributions and employee creativity. This finding indicates that intrinsic CSR attributions do not influence employee creativity directly but enhances it through work engagement. Work

engagement provides the necessary mechanism that explains the linkage between intrinsic causal attributions and creativity. This finding acknowledges the requirement of a mediating mechanism for a more nuanced insight into the relationship between CSR attributions and employee behaviors. By illuminating the underlying psychological mechanisms through which CSR attributions influence employees' creative behavior, this study provides an extension to the existing research tradition on CSR which, to date, has either treated attributions as moderator or is restricted to the assessment of its direct effect on employee attitudes (Vlachos et al., 2013b, 2017; De Roeck and Delobbe, 2012; Story and Neves, 2014). By establishing work engagement as an alternative mechanism, the study complements and adds to the work of Vlachos et al. (2010) where trust was identified to be a mediator of the relationship between CSR attributions and positive employee outcomes.

In contrast to the above, extrinsic CSR attributions failed to show any significant relationship with work engagement and creativity in the overall model. This was in line with the findings of Vlachos et al. (2013b) where extrinsic CSR attribution was found to have no impact on job satisfaction of employees. However, these findings contradict the results of Story and Neves (2015) where CSR initiatives contributed to both in-role and extra-role performance when employees perceived CSR actions of the organization to be both extrinsic and intrinsic in nature. One of the probable reasons for this finding is that work engagement and creativity, which are closely associated with the feelings of meaningfulness and intrinsic motivation in work, may not relate to extrinsic rewards associated with business affluence. Thus, this study by demonstrating differential impact of intrinsic and extrinsic CSR attributions on important workplace outcomes provides important information on why organizational CSR involvement may not always yield positive results for the organization.

6.1. Implications for theory and practice

This research is one of the original attempts to explore the role of CSR induced attributions in determining workplace outcomes in Indian IT sector. The findings from this investigation emphasize upon the importance of managing employees' CSR attributions for reaping the benefits of an engaged and creative workforce in highly competitive Indian IT industry, which employs a significant percentage of youth and is actively involved in CSR (Mitra, 2007). This study advances the existing body of knowledge by focusing on causal attributions which have received scarce attention in the CSR literature. By highlighting the role of the attributions in the CSR process, this research stresses upon the need to manage employee attributions sensibly. This survey identifies management of employees' attribution as a critical success factor in the implementation of CSR. In doing so, it addresses the call for research on the ways to implement CSR to optimize the returns on CSR investments. In addition, the study provides further support and validation for the attribution theory by applying it in the context of CSR in the organizations.

Further, the study adds to the existing literature on micro-CSR by focusing on employee creativity as a less studied outcome of CSR. As creativity and organizational innovativeness are closely linked, this study for the first time in the literature highlights the role of CSR attributions in predicting innovative workplace outcomes. Specifically, this research establishes the importance of intrinsic CSR motives in shaping employee creativity over extrinsic attributions. In doing so, it identifies and establishes CSR attribution as a novel predictor of employee creativity. By demonstrating

the intervening role of work engagement, this study also highlights the mechanism through which CSR attributions influence employee creativity and consequently, contributes to theory building in the area of CSR attributions and creativity.

Furthermore, with majority of the sampled employees belonging to middle management level, the study underscores the importance of middle level managers in shaping the CSR attributions in IT organizations in India, unlike the prior studies which have mostly highlighted the role of senior management in effective implementation of CSR. By concentrating on employees as an element of analysis, this research advances the existing literature on CSR which has largely focused at organizational and institutional level (Aguinis and Glavas, 2012). This work carries additional significance as it adopts robust SEM bootstrapping procedures to test the significance of indirect effects.

This study establishes engagement in CSR as an effective strategy for cultivating an engaged and creative workforce in Indian IT sector. However, since employees differentiate employer's CSR actions with regard to underlying intentions, the benefits of CSR engagement will materialize only if employees perceive these actions to be arising out of organizations authentic concern for the welfare of society. This carries significant implications for managers and policy makers of Indian IT industry in terms of how they devise, implement and communicate CSR plans and strategy. Since only intrinsic CSR attributions were found to influence work engagement and employee creativity, organization's CSR policy should be in congruence with moral and ethical values of the organization. Although in this competitive era organizations invest in CSR due to strategic reasons which is actually a requirement for sustainability of business, the internal CSR communication process should not highlight the same. It should be communicated in ways to project that the intention for organizational engagement in corporate citizenship is primarily intrinsic, as extrinsic CSR was found to have no effect on work engagement and creativity. Further, it should be noted that rather than solely involving top management in the CSR formulation, implementation and communication process, the organizations will benefit by engaging middle level managers in the process. Furthermore, efforts should also be directed to enhance the work engagement level of employees through other interventions like self-efficacy trainings and developing an organizational climate emphasizing employee development (Chaudhary, 2014), as it will provide intrinsic motivation for the employees to engage in creative behaviors.

7. Conclusions, limitations and directions for future research

To conclude, organizational CSR engagement may not always result in positive consequences for organization. Employees' attributions of reasons behind organizational CSR actions can differentially affect their attitudes and behaviors. When the reason behind CSR initiatives of the organization is ascribed to intrinsic values, it leads to higher work engagement and creative effort on the part of employees. In contrast, attribution of extrinsic motives to CSR actions of the organizations has no impact on employees' work engagement and creativity. The study demonstrates the importance of focusing on stakeholder's subjective interpretations of CSR actions of the organization to capitalize the gains on CSR investments. It carries important implications for corporate CSR communication. Highlighting the consequences of employees' causal attributions, this study recognizes the need for future work on the predictors of these attributions to deal with the challenge of stakeholder skepticism.

In addition to the strengths as noted above, the study has some limitations which provide the directions for future research. First, although the data were collected from multiple sources i.e.

employees and their supervisors; common method bias could artificially inflate or deflate the observed relationships between the variables. However, Harman single factor test in which all the scale items were loaded on a single latent factor showed poor fit to the data (Podsakoff et al., 2012) which reduces the likelihood of common method bias affecting the proposed relationships. In addition, we took other precautionary measures to reduce the possibility of common method variance such as introducing proximal separation through the inclusion of questions measuring other constructs (which are not the part of this study) between the measures of dependent and independent variables (Podsakoff et al., 2012). Further, the survey was kept anonymous to reduce the chances of social desirability bias. Second, since the participation in the study was voluntary, the possibility of non-response bias contaminating the results cannot be ruled out. Therefore, caution should be exercised while interpreting the study findings. Third, inferences on causality cannot be drawn due to cross sectional research design. Therefore, we recommend longitudinal and experimental research for better understanding of dynamic nature of relationships among the study variables. Fourth, since the present research focused only on IT industry, we encourage researchers to test the proposed relationships in varied industrial and organizational settings to expand and verify the applicability of the suggested model in diverse contexts. Fifth, although work engagement was studied as mediator of the relationship between CSR induced attributions and employee creativity, the CSR literature will benefit from exploration of alternative mechanisms which could unfurl the underlying dynamics of the aforementioned relationship. Finally, future research may consider including individual difference variables such as age, education, personality, moral and ethical orientations as the moderators of the relationship between CSR attributions and creativity to get deeper insights on the contingencies surrounding the proposed relationships.

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Conflicts of interest

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