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The effect of Corporate Social Responsibility (CSR) on employee motivation: A cross-national study¹

Abstract: This paper examines the importance of employee-centred Corporate Social Responsibility (CSR) considerations in exploring CSR's effect on employee work motivation. It is our contention that beyond CSR's link to external factors (e.g. PR, philanthropy, environment and NGOs) predominantly discussed in theory and practice of contemporary business, we should also consider employee-centred CSR in searching for CSR identity in international business. By employing motivational factors drawing upon McClelland's [1961] idea of three motives of individuals – the needs for achievement, affiliation and power – this paper highlights CSR's impact on employee motivation. An in-depth qualitative research method approach with the extensive data of the UK and Korea is used to unfold the differences of this phenomenon between different institutional settings. The results suggest that although businesses seldom initiate CSR mainly with the aim of facilitating staff motivation, when businesses evaluate the results, the issue of individual motivation emerges as one of the main benefits for engaging in CSR. More importantly, our empirical analysis reveals the importance of complex cultural, institutional and political factors which influences the link between CSR and motivation across nations.

Keywords: Corporate Social Responsibility; employee motivation; International Human Resource Management; institutional differences.

JEL codes: J20, M14, M16.

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Introduction

Corporate Social Responsibility (CSR) is emerging as a key issue in international business [Bakan 2004; Werther & Chandler 2005]. Recent economic events (e.g., corporate defaults and financial meltdown) highlight the growing significance of understanding business legitimacy issues in relation to CSR. Thus, businesses recognize the limit of a problematic discretionary approach towards CSR – without a holistic corporate strategic vision but with only monetary logic – which cannot work in the contemporary international market.

The goal of the study is to consider employee-centred CSR in searching for CSR identity in international business. We suggest that the main problem of current discretionary approach towards CSR comes from the excessive focus on the subject of the CSR debate in external affairs such as donations, NGOs, environment, tax exemption benefit and PR, and hence the discussion of CSR in relation to employee-centred CSR has been lacking and needed. There is growing recognition that effective management of human resources is a major determinant of success or failure in international business [Schuler et al. 2002; Stroh & Caligiuri 1998; Scullion & Starkey 2000]. CSR needs to be adopted in a more holistic way within organizations, with the consensus of organizational members, in order for it to contribute to the competitive advantage of businesses [see Cohen 2010; Redington 2005]. Our focus in this paper is on the effect of CSR on employee work motivation which has been surprisingly neglected in previous research, but seems to be one of the focal points in employee-centred CSR discussion. Drawing on an in-depth qualitative method research approach including 53 extensive interviews in the UK and Korea, we explore how CSR influences employee work motivation in different institutional settings in Asia and Europe.

We first draw on the work of McClelland [1961] to examine to what extent CSR works for motivating employees and their needs for achievement, affiliation and power. We propose that CSR contributes to the internal communications of an organization and can potentially underpin competitive advantage through synergistic action with employee motivation. As a next step, we highlight the major differences between the UK and Korea in CSR's influence to motivate employees and explain why and how the difference occurs. In searching for the impact of CSR on employee motivation, one particular phenomenon becomes important: the issue of the single-globalized approach towards CSR and its application to different cultures. To date the bulk of research and literature on CSR has focused on national companies, and corresponding literature for different international contexts has only recently emerged [Gnyawali 1996; Matten & Moon 2008; Meyer 2004]. Therefore, the comparative investigation between two countries and the examination of international dynamics is useful and timely both for contemporary research and practice.

The major contributions of this study are twofold. Firstly, the study contributes to the need for a deeper understanding of CSR (*inter alia*, through employee motivation) and in particular contributes to our understanding of the relationship between CSR and International HRM [e.g., Cohen 2010; Zappala 2004], which is an under researched area in International Business. Second, the result of the different patterns of CSR/employee motivation dynamics which our research highlights seeks to help international businesses in employing a more strategic approach towards CSR and the management of local people.

1. Theoretical development

1.1. CSR: where is the employee?

Although CSR is a relatively new area of academic research [Crane et al. 2008], the recent concern about CSR in academic and practitioner debates reflects that CSR knowledge is a rapidly evolving stage of development [Lockett et al. 2006, p. 133]. Economic and management gurus emphasize the necessity and emergence of CSR [e.g., Carroll & Bucholtz 2003; Chandler 1977; Dunning 2003; Friedman 1970; Porter & Kramer 2002, 2006]. This current stream has spawned numerous CSR-related research studies with the attention to environment, civil society and government across the globe.

The CSR debate has two folds. First, CSR has been predominately discussed with the idea of the Freeman-Friedman twist. Friedman [1970] proposes the idea of maximizing profit for the stockholders and strongly argues that the social responsibility of business is to increase its profits. Whereas, Freeman [1984, 1999] argues that a firm must satisfy various stakeholders including employees, government and civil society, going beyond satisfying the shareholders as increasingly firms seek legitimacy and recognition in wider society. Second, CSR has been promoted as having strategic value for firms [Branco & Rodrigues 2006; Porter & Kramer 2006], and the case for incorporating an awareness of social and political trends into corporate strategy has become widely accepted. As there is a growing recognition of the need to address the concerns of a wider range of stakeholders, scholars argue that CSR is becoming increasingly important to competitive success [Reich 2007; Porter & Kramer 2006], and that it should be considered as a form of strategic investment [McWilliams et al. 2006].

While we highlight the development of the contemporary CSR research area, we identify a gap in the research in this area. The notion of the significance of the employee is conspicuously absent from theoretical and empirical debate and it

has been raised only recently and briefly [Boddy et al. 2010; De Cieri et al. 2005, p. 99; Matten et al. 2003; Pinnington et al. 2007]. On the other hand, there has been a significant amount of research on external stakeholder values: for example, in the views of social contribution [Brammer & Millington 2004; Ohreen & Petry 2011], PR/advertising [Amazeen 2010; Reich 2007, p. 170] and crisis/risk management [Bauman 2011; Francis & Armstrong 2003]. This paper recognizes the missing employee in the debate and, therefore, seeks to place employees within the CSR frame by investigating how CSR works internally in organizations, focusing on employee motivation.

1.2. CSR and employee motivation

Employee is one of the most significant stakeholders [Redington 2005]. However, the notion of the importance of the employee as a stakeholder is conspicuously absent from management discussion [De Cieri et al. 2005; Pinnington et al. 2007]. To overcome the limitation in CSR/stakeholder discussion, we can identify an emerging niche in the literature where CSR and employees meet: individual work motivation. Scholars argue that CSR is closely related to HRM [see Cohen 2010; Redington 2005], in particular, that employee motivation in relation to the idea that CSR can be a tool for capitalizing on many missed opportunities within HRM [Basil & Weber 2006; Branco & Rodrigues 2006; Collier & Esteban 2007; Zappala 2004]. More specifically, employee motivation is usually discussed based on the notion that workers are not motivated only by the need for money and that non-financial elements are also important for employee motivation [Frey 1997].

Motivation is the fundamental question of ‘Why’ in human behavior [McClelland 1987; Deci 1975; Vroom 1964]. We find it hard to explain complex causes and results of motivation with an early simple theory of human motivation such as Taylor’s [1972] ‘One best way theory’. In acknowledging Taylor’s limited approach towards motivation, Maslow’s [1954] ‘theory of the hierarchy of motive’ integrates a broader approach to motivation and argues that motivation has a hierarchy as follows: 1) physiological needs; 2) safety needs; 3) belongingness and love needs; 4) esteem needs; 5) need for self-actualization; and ultimately 6) desire to know and understand, which are cognitive impulses. Contrary to Maslow’s idea of hierarchy, Herzberg insists upon dual factors which coexist – hygiene versus motivators. Hygiene refers to primary causes of unhappiness (or dissatisfaction) on the job that are extrinsic to the job, such as company policy, interpersonal relationships and working conditions; whereas we have an intrinsic factor, what makes people happy and motivated in the job, such as achievement, responsibility and recognition for achievement [Herzberg 1987, pp. 113–120]. It is, therefore, vital and substantial to investigate complex causes of motivation [Hunter et al. 2000; Boxall & Purcell 2003] as it drives, orients and selects behaviors [McClelland 1987, p. 226]

and fundamentally to examine how it aims at creating organizations in which workers are better satisfied and, according to this school of thought, more productive [Katzell & Thompson 1990].

It seems that the word 'motivation' has been, mainly, discussed through a continuous debate concerning intrinsic and/or extrinsic motivations [e.g., Porter & Lawler 1968; Gagne & Deci 2005; De Charms 1968]. The importance of internal motivation is insisted upon by Katz and Kahn [1978] with the idea that individual dispositions or personalities are significant determinants of behaviors which are somewhat consistent over time and across situations [Leonard et al. 1999]. By contrast, a more controversial approach to motivation research – extrinsic focus theory – vigorously insists on the criticality of situational circumstances for an individual's motivation, attitude and behavior. This view stresses the important attributes of people, their context and their interaction [e.g., Mitchell & James 1989; Skinner 1969; Davis-Blake & Pfeffer 1989; Zucker 1983]. The two contrasting approaches have currently begun to combine through eclectic views, i.e. that motivation and behavior occurs through dynamic reciprocal interactive functions of both the environment and personality [Leonard et al. 1999; Mitchell & James 1989].

The cornerstone of this combined research on various motives was initiated by McClelland [1961]. We suggest that the role and result of employee motivation in conjunction with CSR is predominantly discussed with the notion that workers are not motivated by the mere need for money and/or personal differences but by combined causes. Therefore, the idea of McClelland [1961] is drawn upon for this study among others. McClelland [1961], who believes workers could not be motivated by the mere need for money and/or personality differences, leads this combined research. Working with his colleagues at Harvard University over 20 years, McClelland envisages three major motives of individuals: the need for achievement, affiliation and power. The need for achievement is a distinct human motive which is related to personal responsibility for performance. It is accurately considered as an 'efficiency' motive since the notion of doing things well or better involves efficiency calculations. The affiliation motive is also critical as it is based on human nature's basic need or desire to be with other people. It is a person's need to feel a sense of involvement and 'belonging' within a social group and is related to love, cooperation, conformity and conflict. The need for power is an urge to control the means of influence. It arises in individuals who have more certainty about the outcome of their power impulses. It does not always lead to aggression but is an impulse to assertiveness in a highly controlled and regulated modern society. We will draw on McClelland's idea as theoretical and methodological prop for this study. To reiterate, the present paper makes no attempt to resolve the ongoing debate on motivation, but rather seeks to explicate the role of CSR on employee motivation by employing McClelland's [1961] three major motivational needs.

1.3. Divergence of people, CSR and motivation

As people have different individual needs [Deci 1975; Katz & Kahn 1978] and different environments and situations affect people [David-Blake & Pfeffer 1989; Skinner 1969; Zucker 1983], the understanding of this complex context and their interaction is critical to understanding motivation [Mitchell & James 1989]. Anglo-Saxon countries lead much of the motivation research, and therefore the discussion is not sufficiently broad enough in coverage to be used in a multi-national (let alone global) setting, which means these theories do not necessarily apply in different institutional arrangements [Gunkel 2006]. With deeper examination, we find that drivers of motivation vary significantly due to a range of institutional factors (e.g. 'culture' which affects work-related values of human beings [Hofstede 1982, 1983], 'societal norms' which may predict attitudes and aspects of performance that reflect intrinsic motivation [Peterson & Ruiz-Quintanilla 2003], and 'settings of political economy' which introduce diverse perspectives of motivating people [Hall & Soskice 2001]). Therefore, it is necessary to investigate different institutional drivers for employee motivation in relation to CSR.

CSR performs within the diversity of organizational forms within different institutional settings and political economies, and hence it contributes to the different motivational factors of employees. For instance, we highlight big differences in the institutional framework between liberal market economies (LMEs such as America and the UK) and coordinated market economies (CMEs such as Germany). Hall and Soskice argue [2001, pp. 8–15] that in LMEs' firms and people have a tenden-

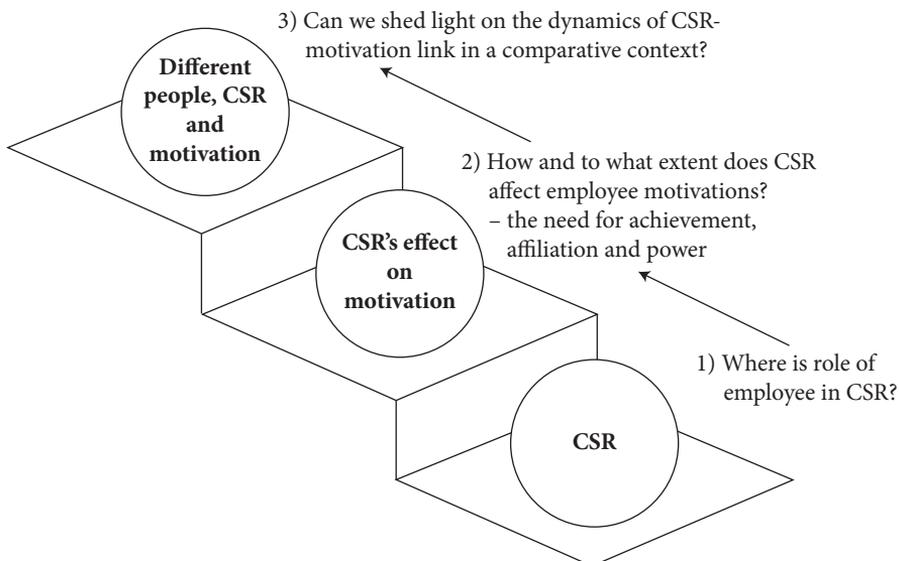


Figure 1. Research questions and conceptual flow

cy to coordinate their activities primarily via hierarchies and competitive market arrangements, whereas, CMEs' actions depend more heavily on non-market relationships. Therefore, in LMEs, people tend to be motivated by professional and individualistic incentives such as personal reputation and disciplinary networking. In CMEs, by contrast, people are less directly exposed to markets and better pay is rarely a motivation to change jobs when pay is regulated by central collective agreements.

Overall, our knowledge to date predicts that the impact of CSR on employee motivation will reflect different approaches depending upon nations' institutional settings. From this approach we can build a conceptual flow of the paper and three research questions: 1) Where is the role of the employee in CSR?; 2) How and to what extent does CSR affect employee motivation?; and 3) Can we shed light on the dynamics of CSR-motivation link in a comparative context? (see Figure 1). Our research suggests a more complex and interactive picture of the CSR-motivation integration within the context of Korea and the UK.

2. Method

2.1. Data collection

We collected the data using multiple methods. The major source of data came from in-depth semi structured interviews from May 2005 through April 2008. We have, in total, 53 interviewees: 25 from the UK and 28 from Korea consisting of CSR/HRM managers, high-ranking officials who decide (international) strategy of the firm and stakeholders including NGOs, related government officials and academics who have specialist knowledge in the research area. Participation and observation were also key methods of collecting data allowing us to act as "insider" to the research situation. The lead researcher acted as a high level consultant in the CSR field and facilitated the sharing with interviewees in advance of the formal interview. For example, the lead researcher organized the Korean CSR delegation's visits to the UK and vice-versa; prepared speeches on UK CSR to Korean CSR practitioners and NGOs; and prepared reports on UK CSR streams for Korean government projects. Further, we accomplished a broad range of interactive communications with scholars and practitioners in the UK, Korea and US in relation to theoretical and empirical investigation throughout the research period.

In addition, we joined various academic and practitioner training programs on CSR and HRM and also participated in CSR and HRM-related conferences in order to remain up to date with the main global stream of CSR during this 3-year project. CSR issues tend to change according to social and institutional demands such as the political, economic and community environments of the time. Therefore, we

note that updating the stream is critical in this research. We carried out these activities in both in the UK and Korea alike since we realized that an 'equivalence in data collection procedure' is crucial for the accomplishment of this national-comparative research.

Investigators need to know how to carry out the full variety of data collection techniques [Yin 2003a, 2003b]. Such a comprehensive approach to data collection helps us to better understand the perspectives of interviewees and hence create a highly interactive environment in which the research takes place [Morita 2004]. Therefore, it contributes to the authors being able to pull out reflective and holistic ideas according to the CSR development process, which seldom happens in general survey research.

2.2. Data analysis

The semi-structured interview protocol follows a predetermined interview guide. The framework of interview is basically composed within the two main themes: 1) CSR in your nation and company - CSR motive, main driving force, meaning, the most important factor, assessment, barrier, forward-looking CSR and so on; and 2) Applying CSR ideas to HRM strategy - the existence of a relationship, the most related factor, how to communicate with, and motivate employees on CSR and so on. It is predicted that the framework should provide certain standardized aspects to the CSR-HRM link. We did not ask specifically/directly on 'employee motivation' in relation to CSR and tried to see the emergence of the link. Also, such an interview context reminds the interviewer to play a neutral role and never to interject opinion to a respondent's answer [Fontana & Frey 2004]. On the other hand, based on the above research framework, the author tried to allow people to answer more on their own terms [May 2001] and facilitate broad and interactive discussions between interviewees and interviewer. It is estimated that such a balanced approach should help the interviewer to understand more contents and contexts for the results analysis.

After the interviews, we developed a coding process with all interview data with the technical support of CAQDAS (computer-assisted qualitative data analysis software) - Nvivo7. We brought together all the material and looked for the emergence and interaction of each code in terms of CSR and IHRM variables. We assumed that an important responsibility of the researcher in this exploratory research was the systematic management of the extensive and scattered data. In contrast to the coding of quantitative data for some numerical summary to apply a statistical test, the coding in qualitative analysis is a way of organizing and managing the data [Gibbs 2002]. Therefore, instead of counting and showing the numbers of the code, we used Nvivo to enable ready access to codes in the context of their surrounding text and try to understand when and how IHRM issues emerge, focusing on employee motivation, in the CSR performance.

After exploring the emerging themes, we then accomplished the national-comparative analysis by drawing on McClelland's idea on motivation as a methodological lens. UK and Korean CSR, and its relationship with employee matters, is investigated in depth and in a comparative context. These distinct nations, which are located in Western Europe and East Asia respectively, have their own histories, cultures, institutions, economic backgrounds, and distinctive peoples. Therefore, we forecast that the investigation of the two countries' CSR and its relationship with employee motivation will provide crucial points through which to understand the different interpretation on CSR and its link to HRM themes.

3. Findings

In this section, we examine the relationship between CSR and motivation by highlighting some key findings based on our comparative empirical data. We confirm that it is seldom the case that businesses initiate CSR mainly because of facilitating employee motivation. Rather, CEO's personal philosophy and external factors (e.g. NGOs and host government pressure, PR effect, tax benefit and show-up) are the main drivers of CSR. However, our provocative finding is that when the businesses 'assess' the results of CSR, employee motivation emerges as a major outcome/influence of CSR to organizations. Further, we highlight a sharply contrasting approach of CSR's impact on employee motivation between the countries.

3.1. CSR's effect on motivation

Why employee in CSR and what inspires employees in their work? In the literature review, we propose to draw on 1) Stakeholder Theory which argues employee as one of important stakeholders and 2) three-clustered causes of motivation – McClelland's [1961] idea of motivation; namely the need for achievement, affiliation, and power – for empirical analysis.

“It is an interesting perspective that before, we used to focus on financial rewards. However, people are acknowledging the other kinds of rewards which are there”

(Junior manager, Energy industry, UK, 2005)

There is considerable empirical support for the argument that CSR motivates employees in their work in various ways. The result of one respected survey [KPMG 2005] reinforces the argument that employee motivation is one of the top business drivers of CSR. The Edinburgh Perspective (2005) reveals that the major role of

CSR is to foster the employee's empowerment. The data supports the argument of scholars that employee motivation and CSR can be linked [e.g., Basil & Weber 2006; Zappala 2004]. In order to examine the details in greater depth, we divide apparent motivation-related dimensions of CSR into McClelland's three motivational causes: achievement, affiliation and power.

Achievement. Most of all, CSR develops an employee's achievement needs and hence motivates the employee to work. Achievement is related to an individual's responsibility for performing to expectations and pursuing efficiency [McClelland 1961]. Various themes emerge in a consideration of this area of thought: employees' pursuit of pride, loyalty, fun and happiness, and learning and development. There appear to be several significant factors related to achievement. Among them, 'pride' and 'loyalty' are the most vigorously discussed themes in this cluster. Following them, 'learning and development' and 'fun and happiness' also often emerged as vital considerations in the search to motivate people.

An employee's feeling of pride through engaging in CSR activities is well observed in empirical studies. In this regard, there are also various surveys (such as employee satisfaction surveys) to assess and promote this. Pride, which is inspired by a firm's CSR behavior among other factors, promotes high levels of job satisfaction because it gives people a sense of purpose in their lives. Here is one example:

"We claim to be a world leader in renewable. Well, it's important for the environment, it's important for our profitability because we think that that gives us an economic competitive advantage for the future. But it's important for our staff. When our staff are out at dinner on a Friday night, and someone says, 'who do you work for'? We want them to be able to say our company loudly with pride, rather than saying, 'oh, I work for...'. [lowered tones]. We want people to feel that they're working for a company that they can be proud of".

(Director, Energy industry, UK, 2007)

Pride is closely related to loyalty [Heater 1990]. Loyalty is one of the potential positive feedbacks from CSR; most CSR practitioners acknowledge and expound upon the impact of CSR for developing loyalty, even though it is not the primary intention at the initial stage of CSR implementation.

Another interesting discovery is that CSR can contribute to the 'fun' and 'happiness' of the employee. One interviewee cites a new word in relation to this – 'volun-tainment', a combination of 'volunteering' and 'entertainment'. It is argued that employees can like their company because they can experience this fun aspect at their work place. Therefore, visionary companies are regularly checking by various means whether their employees are happy or not at their work, and how CSR contributes to their happiness; as one interviewee points out:

“This is the employee’s answer to whether they are happy or not. This is the opinion of our employee and the measure of our success”.

(Senior manager, Energy industry, UK and Netherlands, 2007)

CSR also contributes to staff needs for individual learning and development in both spiritual and skill-related spheres. As a whole, these related factors work interactively to engender motivation in the work place, as one example of a UK CSR consultant makes clear:

“It is efficient staff development. Staffs are more productive as they are happier because they have done something for their community. If they are happier and healthier, they will come to work more often, so your absences virtually go down – and you can prove that quite conclusively compared to where they were before they started doing this. So firms have healthier, happier staff who are more loyal to the company because they see the company as being good for helping their community”.

(CSR consultant, UK, 2006)

Affiliation. As well as the achievement element to CSR, the concept significantly affects the individual’s needs for affiliation. Affiliation is based on human nature’s basic desire to be with other people, such as a sense of involvement, belonging within a social group, and ‘love’ [McClelland 1961]. Several themes emerge as crucial in a consideration of this area: family love and unity, sharing emotions and talent, harmony, unity and so on. Interestingly enough, it has been discovered through a variety of means that CSR can contribute to employees’ love and unity with their individual family. CSR can contribute to the family-friendly management [Ingram & Simons 1995; Wood & de Menezes 2010] and this idea is more predominant and part of open discussions more frequently in Korea than the UK. We assume that this family-emphasis phenomenon is closely related to traditional Confucian way of thinking, the so called ‘family-centred’ life culture. In Korea, there is a particular emphasis on family values and this heritage has shaped the country’s culture over time which is still strongly prevalent in the contemporary management of Korean firms [Hemmert 2009]. For instance, the scheme of volunteering has gone further, towards family volunteering in Korea.

“The important change in Korea is ‘family volunteerism’. It comes from the national system of ‘five days in duty’ which has been introduced recently. This is a big stream of CSR in Korea and desirable change”.

(Professor, University in Korea, 2007)

Love and intimacy between family members can be created through volunteering activities. More specifically, by having useful opportunities for whole

families to work together, they may gain a better understanding of why their husband/wife/father/mother is working and hence increase affinity and intimacy among the family units. CSR activities contribute to the legitimacy of the employer [Castello & Lozano 2011; Palazzo & Scherer 2006]. Contrary to Wood and de Menezes's [2010] argument on the UK context, this study shows that family friendly management has a positive relationship with the legitimacy of the organization in Korean context.

CSR also contributes to an individual's need for 'sharing' of emotion as well as of their skills [Bruyere & Rappe 2007; Peloza & Hassay 2006, p. 362]. It is emphasized in workplaces both in the UK and Korea that emotional sharing has an especially huge impact on the mentality of employees, as well as that of beneficiaries. Employees, for the most part, are happy to share their talent from their work with the community. CSR can develop an employee's sharing and harmony mindset in addition to the other psychological advantages outlined above, as proclaimed by both Korean and British managers:

"Emotion and tears are disseminated quite quickly and broadly for a long time. Therefore, when you view CSR activities, it is much better for you to view it with focus on emotional perspective rather than business and profit focus. In this regard, 'volunteer activities' is the most emotional behaviour and well shows the sincerity of the company. Certainly, the most benefited are employees and it is closely related to loyalty".

(Manager, Energy Industry, Korea, 2007)

"There is no one-size-fits-all solution to bring in inspiring and motivating people onto the sustainability agenda. You need a variety of things. Different things are inspiring and motivating different people at different levels. What engages people emotionally? I think it is human interaction".

(HR Consultant, UK, 2008)

Power. Interestingly, there is little discussion on the need for the 'power' of motivation through CSR activities. With this observation, we presume that people tend not to consider CSR as a way of aggressive control or as a medium for exerted influence of other colleagues or society. Rather people seek CSR with mild humanitarian aspects, which is lacking in other management areas. Through CSR, the employee tries to find human dignity and human value in dry profit-driven business activities. As one university director who works with business in the UK points out:

"I think it is kind of humanizing. People who are so busy and so driven making success of business see our world in a spiritually uplifting way.

I think that is what we are offering, a sense of humanity towards business. Our work keeps saying and reminds us of human dignity and values”.

(Director of corporate relations, University, UK, 2006)

Throughout the process of examining the link between CSR and performance, we highlight that motivating staff is emerging as a key benefit from CSR for many employers, yet this is often not straightforward to achieve in practice as effective motivational tools for every individual are different. Moreover, the employee would like to be respected and developed as a human being, and have the opportunity to do valuable work at the work place and for the community. Employees are sophisticated at detecting false bravado or illusionary gestures of employers as one member of staff of an energy company points out:

“We’re very conscious of not wanting to turn this into a green wash or spin exercise”.

(Director, Energy industry, UK & Netherlands, 2005)

Employers are increasingly seeking to utilize CSR which positively affects employee motivation [Basil & Weber 2006; Collier & Esteban 2007]. To encourage employees’ motivation, firms are processing a variety of events such as regular HR training or financial incentive schemes. These are important policies and practices, however, they do not achieve employees’ sense of a shared vision with the organization in the same manner that can be achieved through a comprehensive CSR approach. As Harrington [2007] suggests, there is something more than material benefits that motivates employees. Sharing a similar view, several scholars [e.g., Basil & Weber 2006; Zappala 2004] argue that CSR can be one of the most useful tools to motive employees and this is reiterated by practicing managers both in Korea and the UK:

“CSR is not only the matter of donating some money to the charities. We continuously give a chance to 7000 people to create new values and do something valuable with them through CSR activities. It is a dignified work, isn’t it?”

(Senior manager, Construction industry, Korea, 2007)

“There is a whole variety of focus on CSR. Why a HRM focus? Satisfaction and confidence is built afterwards. You can see it visibly. You can see the change in their behavior. HR has to endorse it. They absolutely cannot make it happen. The new link to CSR in any organization, to make it happen, is the people themselves. We’ve got to do it”.

(Manager, Finance industry, UK, 2006)

3.2. Different views on CSR-motivation link

Through an in-depth analysis of CSR's impact on motivation in the UK and Korean context, we suggest that there is a fundamentally different approach between the two countries, the reasons for which will be explored below.

Korea. Koreans are more likely to look for CSR's work in relation to employee motivation towards 'affiliation needs' of McClelland's idea [1961], such as loyalty, family love, harmony, and sharing. Among them, 'loyalty to the company or superior' is the most discussed topic in Korea. More specifically, we reveal one of the main reasons for 'the importance of loyalty' and 'high-involvement work system' [Bae & Lawler 2000] related to CSR – the traditional culture of Korea. Unlike Western countries, the ethics of work in Confucian countries relies much more upon relationships, especially in terms of the employees' relationship with superiors and colleagues. Loyalty, diligence, and sincerity are crucial dimensions for Koreans in terms of conceptualizing work in their lives. Therefore, for Korean businesses, CSR behavior such as group volunteering is a useful method, which affects the employee's sense of unity and fellow feeling. For Koreans, if they do something together, they feel that they are performing a meaningful task. If they do something individually, the value of the task is lessened by some degree.

Beyond finding the typical situation in Korea, we find complex causes of CSR and people's motivation which links to interaction of political, institutional and cultural settings and dynamics. A good example to illustrate this argument is a 'big Korean volunteer group'. It is almost a national 'norm' for employers in the Korean contemporary workplace. The government promotes (even urges) business to engage in this stream. It is almost a similar situation with the 1960s compulsory mobilization system for industrial development initiated by the government administration of that time. One interviewee referred to this typical situation of the complex causes of CSR as an 'enforced dumpling' as follows:

“Why is 'volunteerism' so important in Korea? I can say that it is a typical 'enforced dumpling' situation in Korea. It is closely related with the Korean tradition based on Confucianism... The effect is provided in two ways – by community and business. However, there must be an economic, social and political side that we have to consider. Even though we had the above good traditions in the old days, by passing through the Japanese Colonial Era and Korean War, many of those social morals and customs are diluted... Beginning with the 1986 Asian Games and 1988 Olympics, even though it was rather artificial and official, Korea needed volunteers and cooperation activities. There were some volunteer activities organized mainly by the government... It was a totally top-down enforced system...

Even though it is not the intended result, most of all, after the employee volunteer activities, participants were about to understand the social problems and learned about the criticality of CSR. Naturally, it developed employee harmony and loyalty and company image (employee motivation of loyalty and harmony). Fundamentally, it makes people's transformation, so that it was the right decision, I assume. Therefore, 'volunteerism' can be a seed and core of CSR in Korea".

(Top official, Government-affiliated organization, Korea, 2007)

From the above quotation, it is difficult to say that one factor such as culture is the main reason for Korea's typical approach towards CSR's impact on people. Instead, we reveal more complex and dynamic reasons of the researched situation – interaction of political, institutional and cultural settings and dynamics. People's behavior and views have been changed according to historical and political change which significantly affects society's cultural and economic settings.

Additionally, CSR is uniquely discussed in close relation to the 'license-to-operate' arguments. That is, CSR is an essential and efficient tool to get legitimacy not only from society but also from the employee. For example, volunteerism shows the sincerity of the company and involves a strong emotional component – in short it suits the emotional temperament of Korean society and proves more effective in approaching Korean people. Further, employees in Korea usually want to see their personal values reflected in their organization [Bae & Lowler 2000]. In effect a sort of cyclical CSR emergent process takes place – there is an issue of consensus between employer and employee, which tries to ensure that the policies and efforts of the employer are developed and built from the values and norms of the individuals. Then, the employees get the organization to approve these, which in turn provides them with legitimacy. The legitimacy does not come down from the top, but is actually a bottom-up phenomenon. CSR contributes to this phenomenon with respect to the process of legitimization.

The UK. On the contrary, the UK interviewees talk much more about CSR as a way of 'individual development' and as a strategic business objective. The British are more accustomed to searching for CSR to advance business objectives and hence are motivated to see their individual achievement as a result of various CSR systems which is reflected in their approach to CSR. Employee voice is important for CSR, and hence employers have to continuously try to recreate the workplace as a good place for the employees, i.e. as a learning environment, a fun environment, and dignified workplace. For example, in the words of one UK CSR junior manager, the UK values individual capability and seeks to create the organizational culture which gives more empowerment to the employee:

“We are continuously creating an environment within the business that encourages people to take charge of their own personal and professional development”.

(Junior manager, Energy industry, UK, 2005)

Through engaging in CSR or community work, a UK business tends to articulate what benefit in terms of development is taking place, what the employee gains from it, as well as how employees develop their skills and prove their motivation. When it is examined further, we find a variety of related variables which links to the individual's achievements such as pride, job satisfaction, and enjoyment. More specifically, UK businesses tend to believe that CSR is an important part of staff's 'personal development'. It is a useful way to help employees gain the skills they need, including management skills. It is also about developing a desire for learning by employees and to encourage firms to become learning organizations.

CSR, as a means of encouraging pride in the organization, is also seen as an important tool to create a culture of 'happiness and pride' for the employees in question. Moreover, the employee can be more productive if they are happy because they feel they have done something positive for their community. As a UK CSR consultant argues:

“They will come to work more often, so their absences virtually go down – and you can prove that quite conclusively compared to where they were before they started doing this”.

(Consultant, CSR consulting organization, UK, 2006)

Likewise, in the UK, CSR also results in high levels of satisfaction because it gives individuals a sense of purpose in their lives. UK businesses connect CSR with individual motivation towards personal achievement. In this sense, CSR is used strategically as part of the company's training and development programs.

In summary, the empirical analysis endorses the finding in the literature that CSR works positively in terms of employee motivation. There are, however, limited explorations of how and to what extent there are divergences among the countries and these are addressed by our empirical findings. In the Korean context, CSR motivates employees for mainly affiliation needs, whereas in the UK environment, it works for individual achievement motivation. We suggest that this result comes from various political, historical, institutional and cultural reasons, which affect people's perceptions and ways of thinking and behaving both in business and individual life.

4. Discussion and conclusion

This paper highlights the weakness of CSR literature in investigating the link of CSR with employee work motivation. Beyond employees, we purposively selected interviewees as key informants with knowledge and expertise on the issues and hence can provide significant idea on this newly investigated issues [Patton 1990]. Figure 2 summarizes our key findings. In synthesizing both of our central concepts, it details CSR's possible effects on motivation drawing on McClelland's [1961] idea of motivation – the need for achievement, affiliation and power which attract a further share of research interest.

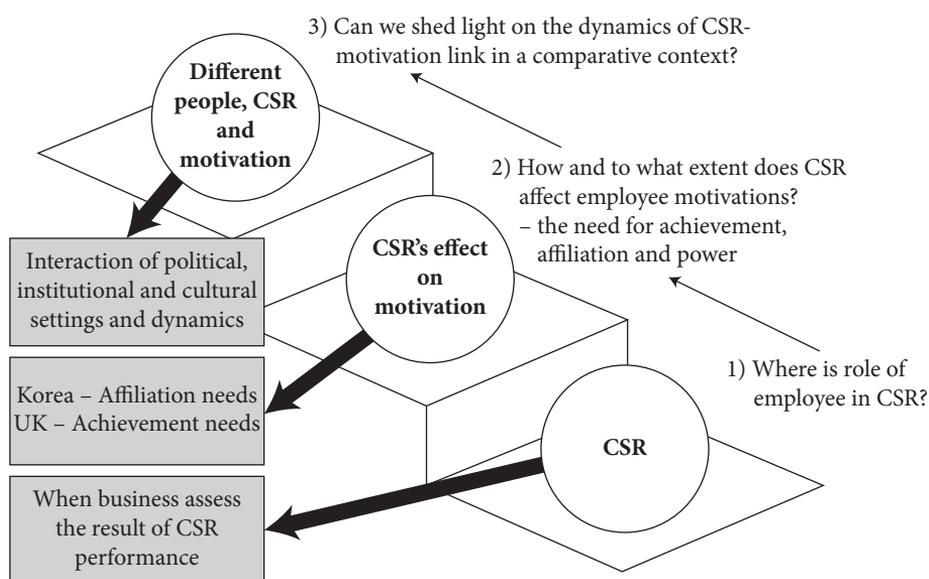


Figure 2. CSR's impact on motivation and its differences

We highlight three main findings. First, the relationship between employee-centred CSR and employee work motivation is observable. We found various supportive evidences and discussed throughout the paper (e.g., KPMG [2005], The City Edinburgh Council [2005], big Korean volunteer group, typical work motivation in Confucianism society and many remarks from the UK and Korean employees and stakeholders). Second, the difference in the link of the two variables between Korea and the UK is highlighted. – CSR motivates employees for more affiliation needs in Korea, whereas it works for individual achievement motivation in the UK. Third, this result comes not from a single factor such as cultural difference but various political, historical, institutional and cultural reasons, which affect people's per-

ceptions and ways of thinking and behaving both in business and individual life. In the next section we consider the implications of our study with respect to theoretical and empirical developments in international business.

4.1. Empirical implications

Our research makes two distinct empirical contributions. First, our study is one of the few which empirically explores the link between CSR and employee issues in a comparative context. By extending Cohen's [2010] idea of critical partnership between HR and CSR, more specifically, we suggest that employees can experience a match between their own and the corporation's values through CSR activities [Bankwala 2011] with the idea that CSR holds the potential to motivate employees by fulfilling their needs for achievement, affiliation and power. Thus, CSR can be used to differentiate the international human resource management (IHRM) strategy in terms of more effective recruitment, retention and motivation of local employees.

Second, we contribute to solve the so-called 'relevance problem' [see Hodgkinson & Starkey 2011] of international business research by demonstrating the divergent approaches of CSR in motivating local people in different contexts. In line with the idea of CSR as source of competitive advantage [see Porter & Kramer 2006], we suggest the possibility of cross-national transferability for MNCs who would like to transfer the CSR-motivation link as a 'differentiator' in business. This differentiated HRM system becomes a competency enhancing strategy in international business through the collaboration with CSR.

4.2. Theoretical implications

Beyond the empirical contributions, we suggest three wider theoretical contributions arising from our research. First, our findings help to re-conceptualize the outcomes of CSR. Our empirical findings support the mainstream literature view that CSR may have a positive impact on employee relations. Our findings suggest that CSR's impact on employee motivation emerges when businesses 'evaluate' the result of CSR performance. This finding extends the previous limited theoretical explorations of the CSR result which fail to take into account the linkage between CSR and the employee. The paper indicates that it is only in rare cases where businesses 'initiate' CSR owing to an employee matter (e.g., motivate employees or IHRM strategy). However, in the CSR assessment stage, businesses realize the potential of CSR to have a more rewarding and positive impact on employees. We expect the links between CSR and employee motivation to be of growing importance for the theoretical discussion on CSR for the future and we hope this paper contributes to this debate.

Second, we suggest that a better understanding of the link between CSR and employee motivation can be achieved through drawing on McClelland's [1961] idea of motivation. In the Korean context, CSR motivates employees for mainly affiliation needs, whereas in the UK environment, it works for individual achievement motivation. Surprisingly we find little discussion on the role of 'power' related to CSR activities. Our research suggests that people tend not to consider CSR as a way of exerted influence over other colleagues or society, but rather see CSR with more of a humanitarian perspective than exists in other management areas.

It is also conceivable that the same research questions and research design may yield different findings when explored in different countries. For instance, people's pursuit of power is one of the critical reasons for CSR activities such as volunteering, as this is a way of seeking influence and change (e.g., working on a political campaign or serving on a fund-raising committee) [MacKenzie & Moore 1993]. As such, a variety of successful multinational companies (e.g. Phillip Morris, HP, Marks & Spencer, Shell, Timberland) put CSR in their mission and goals and use it as one of their core strategies to enrich influence and legitimacy, and to enhance their position as 'neighbor of choice' in host countries [Miller 1997; Palazzo & Scherer 2006].

Third, our findings contribute to the theoretical discussion on the different ways that CSR relates to employee motivation in different institutional and cultural settings. Our study contributes to comparative management studies by highlighting some of the key issues relating to the implementation of CSR approaches in different national contexts.

Several limitations of this study should be noted. The first limitation relates to the interpretation of the data with the McClelland framework. Motivation is a personal value and the McClelland framework investigates an intrinsic motivator at the individual level. However, the drivers of motivation vary due to a range of cultural and institutional factors which affects work-related values of human beings [Hofstede 1982, 1983]. CSR is more at the firm level. So, when comparing two countries, we in fact, explore CSR's link to motivation at the national level. Therefore, it was more complex than we've expected and there was a limit to explain this complexity with only the McClelland's model. Even though McClelland strongly believes that the predominance of each need is culturally driven, we need to continuously search for the point of contact and supportive ideas for further research. The second concerns the question of the representativeness of the case countries – that is, the UK and Korea – they cannot accurately and wholly represent international differences. For example, UK and Germany / Korea and China have very different capitalist systems and histories. Our comparative study of two nations means that the conclusions offered provided only limited insights into the phenomena under investigation. Third, there is a need for further research on the negative side of the relationship between the two dimensions. Admittedly, the present research focuses on the positive results to highlight the potential impact of CSR on employee motivation.

Further research could also highlight cases where CSR failed to have an impact on employee matters and to explore the reasons for this. Finally, we acknowledge the limit for generalization of the findings and suggest the test of the results. The main goal of this study is to delve into the new potential of the link between CSR and employee work motivation, and suggest the idea to readers in order to offer them the possibility of transferability in management research and practice. The overall group of interviewees are professionals who are actively engaging in CSR or HRM brainstorming, and have the capability to share the various ideas of the possible link. With the result of this study, there can be a further test step: Do the proposals truly work in practice with the employee in actual, real-world situations? It would be suggested to carry out a quantitative study (with large samples of employees).

In conclusion, we suggest that there may be relationship between employee-centered CSR and employee work motivation. Hence, CSR may influence positively on employee motivation. Since the relation is suggested and observable by the present study, we need to continue research in this field by employing the respondents who are individually involved in this relationship and the respondents towards whom CSR employee-related activities are directed. Also, this suggests that there is a need for further research on the link between CSR and global talent management [see Kim & Scullion 2011; Scullion & Collings 2010].

Appendix. Example of the CAQDAS output

Extract of code list

Name	So	References	Create	Modifi
3_CSR impact		0	24/07/2008 17:01	24/07/24/07
Side effect	1	1	24/07/2008 17:01	10/09/2008 12:57
To business performance	1	1	24/07/2008 11:02	29/07/2008 19:00
To community	4	4	29/07/2008 19:33	03/03/2008 18:24
To organisation and employee	2	2	23/07/2008 14:53	18/08/2008 13:49
Commitment	2	3	24/07/2008 15:3	29/07/2008 12:37
Motivation	10	12	24/07/2008 11:0	03/03/2008 18:24
Achievement	1	1	24/07/2008 11:01	08/09/2008 20:07
Creativity	1	2	25/07/2008 19:49	18/08/2008 13:49
Feel value	4	4	25/07/2008 12:48	21/08/2008 15:54
Fun and happiness	7	9	25/07/2008 12:19	21/08/2008 20:17
Humanising	1	2	29/07/2008 18:36	06/08/2008 18:27
Intelligence	1	1	03/03/2008 18:32	03/03/2008 18:24
Job satisfaction	5	6	24/07/2008 17:04	21/08/2008 15:54
Learning and development	5	9	24/07/2008 14:03	08/09/2008 20:07
Morale	1	1	03/03/2008 17:59	03/03/2008 17:59
Pride	9	11	24/07/2008 14:06	20/03/2008 16:46
Affiliation	0	0	24/07/2008 11:01	08/09/2008 14:22
Power	0	0	24/07/2008 11:01	24/07/2008 14:07
Organisational culture	12	20	23/07/2008 14:5	21/08/2008 16:21
Productivity	2	2	24/07/2008 15:4	14/08/2008 10:34
4_CSR competitive advantage		3		24/07/19/08
Economic competitiveness	6	8	23/07/2008 17:03	18/08/2008 14:29
Intangible asset competitiveness	2	2	23/07/2008 17:04	14/08/2008 10:34
International competitiveness	3	4	23/07/2008 16:56	29/07/2008 18:33



Relationships of code with interview text

References:

- <Documents\1 Interview\UK 05 BT AdrianHosford> - S 1 reference coded [0.83% Coverage]
- Reference 1 - 0.83% Coverage
 - We know that over 60 % of employees are proud to work for BT as a result of knowing what we are doing in CSR programme.
- <Documents\1 Interview\UK 06 RBS CaveAndrew N> - S 1 reference coded [1.08% Coverage]
- Reference 1 - 1.08% Coverage
 - I mean, the main ways that we justify the Programme are in

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