



EMPLOYEES' CSR PERCEPTION AS A DETERMINANT OF WORK MOTIVATION: THE MEDIATING ROLE OF QUALITY OF WORK LIFE

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ABSTRACT

Employees' orientation of corporate social responsibility (CSR) plays a key role in constructing efficient and consistent employer-employee relationships. Economic CSR perception ensures the understanding of employees towards organizational growth profit margins and quality applicable successes. Legal CSR is the practice of rules and regulations, responsibilities, and obeying laws and orders through upholding respect for the organization. Employees' ethical CSR perception aims at securing morality, ethics of conduct and ways of principled communications. Also, Philanthropic CSR aims at efficient utilization of organizational resources. Knowledge of CSR helps employees to understand the importance of quality work environment involvement and simultaneous importance of work determination. Therefore, this study has investigated the effect of employee CSR perceptions on self-determined work motivation with the mediating role of quality of work life (QWL). This study elicited the opinions of 316 employees of the Social Security Insurance organization in Iran. The structural equation modeling with partial least squares (PLS) method has been used to investigate the effects of variables on each other. The results show that all the relationships between the study model paths are significant. In fact, having a good QWL among employees has an effective role in the impact of employees' CSR perceptions on self-determined work motivation.

JEL Classification: M14, M12, D23, J53, J5

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1. INTRODUCTION

Understanding the motivation of a company-oriented lifestyle and social responsibility behavior with a certain lifestyle can affect objective and subjective performance and help to better understand the intention to work long-term in the company (González-Serrano et al., 2020). One of the important factors influencing this area is employee perception of corporate social responsibility (CSR). In this respect, achieving business sustainability is possible through CSR (Mohd Nor et al., 2019). In most countries, social responsibility has become part of strategic organizational plans, and highly motivated companies develop their employees, participate in the community, and report environmental information and other social responsibility information annually (Anwar et al., 2019). Some authors have examined the importance of different motivations of business owners for responsible behaviors (Hur et al., 2018; Font, Garay, and Jones, 2016), but very few studies can empirically confirm this in different ways (Wang, Li and Xu, 2018). In particular, past studies have not examined CSR perceptions in the Social Security Insurance organization and this study has focused on this area.

Corporate social responsibility (CSR) has become an area of critical attention, influencing and becoming an interesting topic of research for scholars and practical practitioners today. Organizations employ CSR to identify their major responsibilities and behavior patterns towards society. Therefore, corporations consider CSR as a tool for achieving corporate competitive advantages, balanced financial performance, corporate acceptance and reputation, responsible action and behavior towards society and economic outcomes. CSR is the structure for an organization underpinned by the legal, social and environmental expectations from the stakeholders and is one of the necessary business mandates.

Matten and Moon (2008) defined CSR based on the differentiation between profit acquisition and social aspects as CSR is the structure of not only confirming the core business profit-generating process but also focusing on the social and governmental aspects. Carroll (1991) described CSR as a pyramid with four major components (economic, legal, ethical and philanthropic) and suggested that economic dimension (initial level) in the pyramid is the indicator of constructing profit generating structures, where the philanthropic dimension (highest level) is the concern of the

correspondent (organizations/employees) constructed from society to achieve good corporate citizenship.

According to the 'Stakeholder's theory' positioned by Freeman and colleagues (Freeman, Wicks, and Parmar, 2004), organizations initiate divergent approaches to create values within the organization-stakeholder relations and the corporal existence is determined by any of the stake groups or individual's attitudes and behaviors towards the organizational activities. As a result, such approaches may allow the organizations to attract new customers, increase profit growth margins, and improve their attractiveness (Flammer, 2015). Scholars suggest that employees are the primary stakeholders for an organization (Janes and Wisnom, 2010). Hence, employees should acquire basic perceptions on CSR and its consequences, which is beneficial for themselves regarding recruitment, job morality, retention and company productivity.

Sirgy et al. (2001) defined 'quality of work life' (QWL) as employees' satisfaction on their needs and demands through organizational resource utilization, and the outcomes are activities on satisfactions over the job and other major domains of life (e.g., home life, family life, work life, leisure life). Studies show that social responsibility through improving the QWL leads to improved environmental protection of employees (Molnar et al., 2021). To attain employee effectiveness and efficiency, employers must enhance and cultivate employee QWL through job satisfaction, challenges coupled with employee commitment and participation. QWL is a construct with multi-conceptual aspects and is made up of degrees of higher employee commitment and organizational goal achievement through individual's need of satisfaction.

Motivation is one of the moral and essential characteristics of human behavior. Employee self-determination and motivation are two major important aspects for organizational development and prosperity (Gagne and Deci, 2005). Employees with self-determination motives are more committed to and responsible for their organizations (Gagne and Koestner, 2002). Self-determination includes choices of true senses and free feelings to do what is determined to be done (Guay, Vallerand, and Blanchard, 2000). According to the theory of self-determination, human behavior is supported by distinct types of motivations (Deci and Ryan, 2000): intrinsic motivation, identified regulation, interjected motivation, external motivation, and amotivation (Nie et al., 2015), where intrinsic motivation is related to job persistency, efficiency in performance,

positive attitudes to organizational commitment (Bauer and Mulder 2006), and amotivation indicates the lack of motivation and absence of intelligence to develop self-excellence (Gagne and Deci, 2005).

Therefore, according to the issues raised, this study has examined the mediating role of quality of work life (QWL) in the relationship between employee CSR perception and self-determined work motivation (SDWM), which has not been comprehensively studied in any previous study. Also, because welfare of the Social Security organization in Iran is important for employees, the study of this organization in the context of improving motivation creates a different perspective. Therefore, this study can contribute to the thematic literature and strategic decisions of the Iranian Social Security organization.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 EMPLOYEE CSR PERCEPTION

Performance improvements can be achieved by focusing on investing in high-tech production, enhancing employee motivation by increasing wages, and building more strategic partnerships with international industries (Abdullah et al., 2020). This study focuses on work motivation from different perspectives. The ‘Stakeholder theory’ (Parmar et al., 2010) suggests that organizational survival and accomplishment is not independent of the apposite valuation of the group of individuals who have direct contact with the organizational activities. Turker (2009) hypothesized the stakeholder-based CSR conceptual framework and classified CSR implementations and actions into four categories; social and non-social stakeholders-based, consumer-based, employee-based and government-based CSR. Moreover, employees are the primary group of stakeholders in the CSR framework as they have ability to approve the social well-being initiatives and policies of the associated organizations (Greenwood, 2007). Employees can play essential roles in constructing organizational effectiveness (Im, Chung, and Yang, 2016). Collier and Esteban (2007) suggested that employee awareness of and engagement with CSR programs construct organizational effectiveness. Rodrigo and Arenas (2008) found that organizations with a motive of structuring CSR activities as their corporate requirements also attempt to enhance employee CSR perceptions

towards the organizations. Thereby, together organizational ethics patterns and employees' CSR orientations offer remarkable benefits in developing a positive and improved business environment.

In this study, economic, legal, ethical, and philanthropic dimensions have been used to understand employee social responsibility (Lee, Lee, and Li, 2012). In the economic sector, when employees realize that the organization is actively involved in CSR economic activities, they are more likely to achieve job satisfaction, because they will see an improvement in productivity and profitability, which has a direct impact on the environment and working conditions. In terms of legal and ethical behavior, when an organization violates ethical laws or legal standards, employees will feel bad about themselves because of their bad work environment. Therefore, employee perception of the organization's participation in legal and ethical CSR activities will affect employee satisfaction. Finally, the organization's involvement in philanthropic CSR activities makes employees feel good about themselves because they are part of the organization and will feel better about seeing the goodwill generated by their organization.

Employees with lack of realizations of positive perceptions and efficient engagements with CSR experience lower organizational bonding (Collier and Esteban, 2007), organizational well-being and welfare of themselves, and encounter misconception between organizational shared communications and employees' personally created values. In consequence, organizational failure to retain employees may occur. So, it is more appropriate for an organization to communicate and impart the importance of CSR messages to the employees to enhance employee engagement with, and positive perceptions on CSR and its consequences (Chong, 2009) and, it is true that organizational involvement to and implementation of CSR is incomplete if the employees' positive CSR perceptions and engagements are not established. But it is unfortunate that very few empirical studies exist on employee CSR perspectives in organizations.

2.2 EMPLOYEE CSR PERCEPTION AND QWL

Quality of work life (QWL) is the employees' degree of prospect to decide objectives that facilitate their work situation (Ouppara and Sy, 2012). Singhapakdi et al. (2015) pointed out two orders of needs to define QWL of employees through utilization of organizational

resources; the lower order needs which are concentrated on employee health/safety and family/economy, and the higher order needs indicating social, knowledge, respect and visual self-fulfillment points of satisfaction. ‘Social identity theory’ reveals that an employee finds more likeness and attachment with the organization if the values and visions of both employer and employee are similar, that results in longevity and secured job (Tajfel and Turner, 2004). Moreover, QWL is the best way to think about the people (employees), work and the organization itself and is concerned with the job impact on the employees whether they are participating spontaneously solving organizational problems and involved in decision-making processes or not. It means QWL is the broader concept that places the job responsibilities against the broader socio-economic framework (Cooke, Donaghey, and Zeytinoglu, 2013). Kim et al. (2018) showed that humanitarian and economic CSRs have a positive effect on QWL, while legal and ethical CSRs do not. On the other hand, based on satisfaction theory, this study showed that QWL and employee job satisfaction affect overall quality of life.

It is suggested that employee CSR perceptions impact on the QWL in the workplace, and positive CSR perceptions allow employees to handle simultaneously life inside and outside of work (Kim et al. 2017). Employee CSR perceptions and actions can shape the quality of work life and financial benefits of the associated organizations (Jakubczak and Gotowska, 2015). Here, we found few studies have been conducted on constructing the relationship between employee CSR perceptions and the QWL of employees. In contrast, researchers mostly focused on both the constituents separately to correlate with supportive consequences. Lee et al. (2012) focused on how employee perceptions impact on CSR dimensions (economic, legal, ethical and philanthropic). Singhapakdi et al. (2015) studied the impacts of positive and incompatible CSR orientations of organizations and employees on QWL. Slack, Corlett, and Morris (2015) talked about employee perceptions and engagements with the organizational CSR and the organizational incongruity which may impair that engagement. Tongo (2015) discussed the social responsibility impact on the quality of Nigerian social worker QWL, while Kim et al. (2017) showed that employee CSR perceptions of their organizations have positive impact on QWL.

In this present study, we have attempted to fill the existing research gaps on studying the impacts of employees’ perceptions of CSR on their QWL. We have argued that perceptions of employees on

four of the CSR dimensions have combined impact on employee QWL. Hence the proposed first hypothesis is:

H1: There is a positive and significant effect between employees' CSR perceptions and employee QWL.

2.3 EMPLOYEES' CSR PERCEPTION AND SDWM

Self-determination is the state of behavioral engagement for self-directed reasons that are completely associated to the self and opposed in pressurized and detrimental circumstances (Lam and Gurland, 2008). SDWM is associated with the highest degrees of job satisfaction and lowest degrees of emotional intervention, and differentiation objective between job existence and turnover (Richer et al., 2002). In contrast, employees' unwillingness and demotivation towards the job and organizational policies can result in high turnover. On the other hand, job satisfied, and motivated employees are more efficient to fulfill responsibilities with less or least turnover intentions than the demotivated and unmotivated employees (Back, Lee, and Abbott, 2011). Work motivation is the set of dynamic forces that generate within and beyond self (Ngai et al. 2016). It reflects on the processes of employees' determination to their job, the derived meanings from work, and how easily employees carry out their job responsibilities while highlighting the work meanings (Peterson et al., 2009). The theory of self-determination indicates that individuals endeavor to develop the basic needs for competence, achievement, relativeness, and determine the quality of involvement in a pre-determined domain (Deci and Ryan, 2000).

On the other hand, previous researchers have also discussed the deviation factors which are detrimental for efficient SDWM; such as political resonances in the work environment (Cho and Yang, 2018) or employee negative determination towards the supervisor characters (supervisors' instruction) (Bauer and Mulder 2006); that can cause high work life stress, low intensity achievement and satisfaction needs, weak organizational commitment, adverse corporate citizenship behavior, and as a consequence, organizational low productivity.

It is noteworthy that this study was used to evaluate the variables of self-determined work motivation from the dimensions of intrinsic motivation, identified motivation, external regulation and amotivation (Singhapakdi et al., 2015). Intrinsic motivation refers to the spontaneous focus of individuals on their organizational goals

(Woolley and Fishbach, 2018). In this regard, it is expected that employee social responsibility can improve intrinsic motivation. In the next section, the identified motivation is the motivation that predicts the actual behavior. When employees are motivated by identified regulations, they tend to perform better in the organization and be more satisfied with their performance levels. External regulation, on the other hand, refers to situations where behavior is performed solely for purposes outside of the behavior itself. These goals may include external motivations such as money, appreciation, or rewards (Bureau et al., 2018). Finally, arousal indicates a lack of motivation and intelligence for developing self-excellence (Gagne and Deci, 2005).

Kim and Scullion (2013) suggested that CSR perceptions of corporate managers impact on their SDWM. Employee behavior and involvement in CSR underline an environment of participation and contribution to explicit motivation, which further enhances the impact of reciprocal effects on the degrees of employee work motivation (Mozes et al., 2011). This present study has attempted to measure employee CSR perceptions and determinations of the four types of SDWM (intrinsic motivation, identified regulation, external regulation and amotivation) to fill the existing research gaps. We have argued that employee perceptions of CSR affect SDWM. Thereby, the proposed second hypothesis is:

H2: There is a positive and significant effect between employees' CSR perceptions and their SDWM.

2.4 QWL OF EMPLOYEES AND SDWM

Autonomous motivation leads to better behavioral outcomes and offers positive mental experiences, less job stress, and higher job satisfaction (Forner et al., 2020). Hence, identifying the factors affecting the improvement and development of motivation has become a key activity. Studies show that highly motivated employees prove themselves as the assets in organizational productivity, whereas low or least motivated employees raise health and safety issues, create difficulties for prospected employees and add to inevitable organizational costs (Salanova et al., 2005). It is suggested that highly motivated employees are more willing to work in a team, exhibit respect, and hold similar views to achieve their personal and organizational goals (Back et al., 2011), and are more inclined to balance between internal (workplace) and external (personal) life (Deery, 2008). Moreover, to confirm continual prosperity and success,

it is crucial for the organizational leaders to generate a work environment to satisfy and comply with employee needs and demands (Vansteenkiste et al., 2007). QWL has been suggested as the organizational fundamental construct to attract and retain employees (Sirgy et al., 2001). The motivational process argues that employees working in an inventive and favorable environment are more motivated and reliable in meeting work-related targets (Björklund, Jensen, and Lohela-Karlsson, 2013). Besides that, intrinsic and extrinsic motivations of employees share common processes similar to QWL based on needs for satisfaction and needs for achievement, which provide a more complete construct to understand the structure of QWL (Lee, Back and Chan, 2015). In this study, we will be focusing on constructing relationship between QWL of employees and their SDWM. Thereby, our third hypothesis is:

H3: There is a positive and significant effect between employee QWL and SDWM.

2.5 MEDIATING ROLE OF QWL

Many organizations try to employ CSR as a prime practicing objective for their employees to create an environment of attachment, lower absenteeism and turnover, higher trustworthiness and productivity, and efficient positive attitudes towards the organization and job responsibilities (Lee et al. 2013). It is true that employees desire to work with organizations that practice responsible citizenship in the community. QWL is the key precursor to evaluate employee attitudes and behaviors towards the organization (Lee, Singhapakdi, and Sirgy, 2007). Workplace effectiveness and QWL are related to the employees (safety, income, and intrinsic satisfaction), the employers (productivity, product quality production cost) and the community (job role and performance). Several studies have been conducted on QWL based on service industrial sectors (Kim et al., 2020; Singhapakdi et al., 2015).

To enhance organizational performance and prosperity, motivation and commitment are the two major aspects that should be examined within the employees to understand and evaluate their assurance and determination towards the organization (Battistelli et al., 2013). Self-determination defines the choices and processes of behavioral intentionality, where the activity is independent, self-experienced and self-endorsed (Lemyre, Roberts, and Stray-

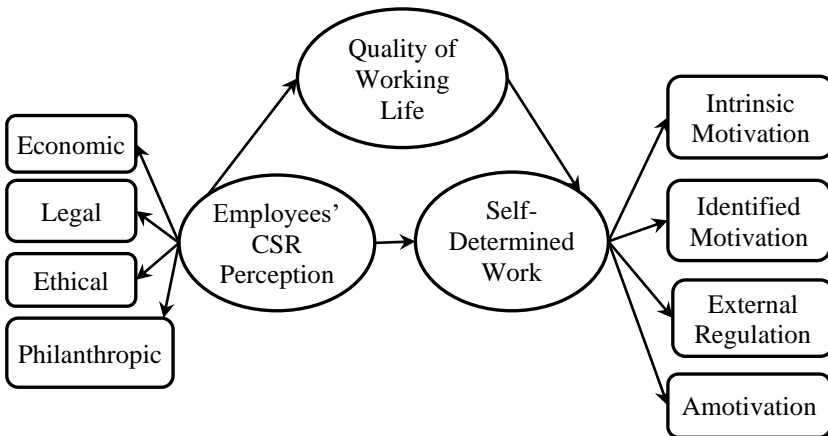
Gundersen, 2007). It is true that employee SDWM is not an outcome that is only circumscribed to the employees themselves, but also it is affected by the initiatives organizations demonstrate to satisfy employee needs. Moreover, the reward system also evokes employee satisfaction or dissatisfaction with the organization (Lee et al., 2015). Therefore, the condition and quality of the work environment play a fundamental role for employees in developing SDWM.

In this present study, we will be focusing on evaluating the mediating role of QWL on the relationship between employees' CSR perception and their SDWM. Thus, our fourth hypothesis is:

H4: There is a mediating role of QWL of employees on the effect between employees' CSR perceptions and their SDWM.

Figure 1 displays the proposed model for this study based on theoretical and experimental foundations.

FIGURE 1
Proposed Model



3. METHODOLOGY

This research is of descriptive-survey type, the purpose is applied research, and the relationship between variables is correlational. Also, data analysis was done by structural equation modeling and used Smart PLS V3 and SPSS V23 software for data analysis. The Social Security organization has been established to create welfare and

protect the rights of all employees of departments, organizations, factories, and so forth; this organization has obligations to the insured by creating public insurance. On the other hand, the good performance of this organization is directly related to employee motivation and in Iran it has become a key organization in providing welfare. So, the data of the present study have been collected from the opinions of Social Security Insurance employees in Iran. For this purpose, a questionnaire containing 61 questions was designed and e-mailed to the staff of the statistical community in the period July to September 2020. Some 334 questionnaires were returned by insurance employees, but 18 of these were excluded because of incomplete information and finally 316 questionnaires were analyzed.

Measurement of the variables for the present study have been adopted from previous relevant literature. According to our hypotheses and research model (Fig 1), we have three major constructs-- employee CSR perceptions, QWL and their SDWM. The participants were asked to indicate their perceptions on the indicators to support the variables measurement depending on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). For the present study, convergent and discriminant validity assessments were conducted as the one-dimensional scale essential to be established before the reliability has been examined. Employee CSR perceptions have been measured using 29 constructs adopted from Lee et al. (2012), where the authors measure employee CSR perception from four sub-dimensions: economic (7 items), legal (7 items), ethical (7 items) and philanthropic (8 items). Quality of employee work life (QWL) has been measured based on 16 indicators adopted from Singhapakdi et al. (2015). To measure employee self-determined work motivation (SDWM), we have applied 16 indicators under four sub-dimensions adopted from Guay et al. (2000). Here, SDWM has been measured by intrinsic motivation (4 items), identified motivation (4 items), external regulation (4 items), and amotivation (4 items). It is noteworthy that 14 of the questions were removed because of the low load factor. Data analysis was as follows: 1) Demographic description of respondents; 2) Measurement model assessment; 3) Structural model assessment; 4) Analysis of hypotheses; 5) Discussions and Conclusions.

4. RESEARCH FINDINGS

4.1 DESCRIPTIVE STATISTICS OF RESPONDENTS

In this research, different criteria have been used to describe respondents, including gender, age, work experience and education level. The following Table 1 represents the demographics of the participants and their associated organizations.

TABLE 1
Demographic Statistics of Participants

Items	Level	Frequency	Percentage
Gender	Male	207	65.5%
	Female	109	34.5%
Age	Up to 30 years	62	19.6%
	31-40 years	188	49.1%
	41-50 years	88	27.8%
	> 50 years	11	3.5%
	Experience	Up to 5 years	79
	6-10 years	152	48.1%
	11-15 years	62	19.6%
	> 15 years	23	7.3%
Education	To Associate Degree	-	0.0%
	Bachelor	98	31.0%
	Master	212	67.1%
	Ph.D.	6	1.9%
Total number of participants		316	

4.2 MEASUREMENT MODEL ASSESSMENT

In this research, from factor loadings, Cronbach's Alpha and Composite Reliability for measurement model assessment are used. Factor loads represent the level of relation between latent and observed variables. The acceptable value of this criterion is higher than 0.7. In the preliminary study, out of a total 61 questions, 14 cases were deleted because of lower factor load. Also, the Cronbach's Alpha (CA) and Composite Reliability (CR) should be more than 0.7 (Hair et al., 2017). The results of these indicators are presented in Table 2 and represent the factor loads and the appropriate reliability of the variables.

TABLE 2
Measures and Reliability

Items	Loadings	CA	CR
Employees' CSR Perceptions (ECSR); Lee et al. (2012)		0.907	0.921
a. Economic CSR		0.843	0.888
Economic1	0.772		
Economic3	0.749		
Economic4	0.785		
Economic6	0.820		
Economic7	0.789		
b. Legal CSR		0.779	0.858
Legal1	0.760		
Legal2	0.750		
Legal5	0.785		
Legal7	0.807		
c. Ethical CSR		0.868	0.905
Ethical1	0.880		
Ethical2	0.774		
Ethical3	0.798		
Ethical4	0.884		
Ethical7	0.706		
d. Philanthropic CSR		0.903	0.929
Philanthropic1	0.893		
Philanthropic3	0.783		
Philanthropic4	0.881		
Philanthropic6	0.926		
Philanthropic8	0.760		
Quality of Work Life (QWL): Singhapakdi et al. (2015)		0.934	0.943
QWL1	0.709		
QWL2	0.761		
QWL4	0.784		
QWL5	0.816		
QWL6	0.783		
QWL7	0.741		
QWL8	0.732		
QWL9	0.778		
QWL10	0.808		
QWL12	0.746		
QWL14	0.801		
QWL16	0.769		

TABLE 2 (continued)

Items	Loadings	CA	CR
Self-Determined Work Motivation (SDWM); Guay et al. (2000)		0.919	0.930
a. Intrinsic Motivation		0.850	0.899
Intrinsic1	0.862		
Intrinsic2	0.878		
Intrinsic3	0.817		
Intrinsic4	0.765		
b. Identified Motivation		0.781	0.860
Identified1	0.722		
Identified2	0.717		
Identified3	0.856		
Identified4	0.812		
c. External Regulation		0.821	0.882
External1	0.822		
External2	0.820		
External3	0.784		
External4	0.801		
d. Amotivation		0.819	0.881
Amotivation1	0.817		
Amotivation2	0.772		
Amotivation3	0.818		
Amotivation4	0.815		

Notes 1: CA= Cronbach's Alpha; CR= Composite Reliability.

Notes 2: All questions are 5 levels (1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree)

The validity of the measurement model also includes divergent and convergent validity. The Average Variance Extracted (AVE) is used for convergent validity. This criterion shows the correlation of a variable with its indices and its value should exceed 0.5 (Hair et al., 2017). The conceptual model of this research has two second-order latent variables and the value of AVE is measured manually. Thus, its value is equal to the total second power of all factor loads of variable components divided by the number of components (The path coefficient between variable and variable components is used to calculate it). For divergent validity, the Fornell-Larcker criterion is used. This criterion represents the further interaction of a variable with its own indicators relative to other indicators. Also, when the research model has a second-order hidden variable, only the first-

order hidden variables are entered in the Fornel-Larcker matrix. Convergent and divergent results are presented in Table 3 and show that the variables have a high validity.

4.3 STRUCTURAL MODEL ASSESSMENT

The coefficients of determination (R), Redundancy index (Q^2), and coefficient t are used to examine the structural model. R^2 represents the effect of the exogenous variable on an endogenous variable. R values for weak, moderate and strong are 0.19, 0.33 and 0.67 respectively. The redundancy index is also for the model prediction power and its values for weak, moderate and strong are 0.02, 0.15 and 0.35 (Henseler et al., 2009). The results show that the value of R^2 and the model predictive power are desirable (Table 3). Coefficients t are presented in the hypothesis analysis section.

4.4 ANALYSIS OF HYPOTHESES

The Beta Index (β) specifies the causal linear relation and its intensity and direction between two latent variables. Its value is between +1 and -1 and a zero value indicates that there is no linear relationship between two latent variables. Figure 2 shows the output of the conceptual model of the research and the results are visible.

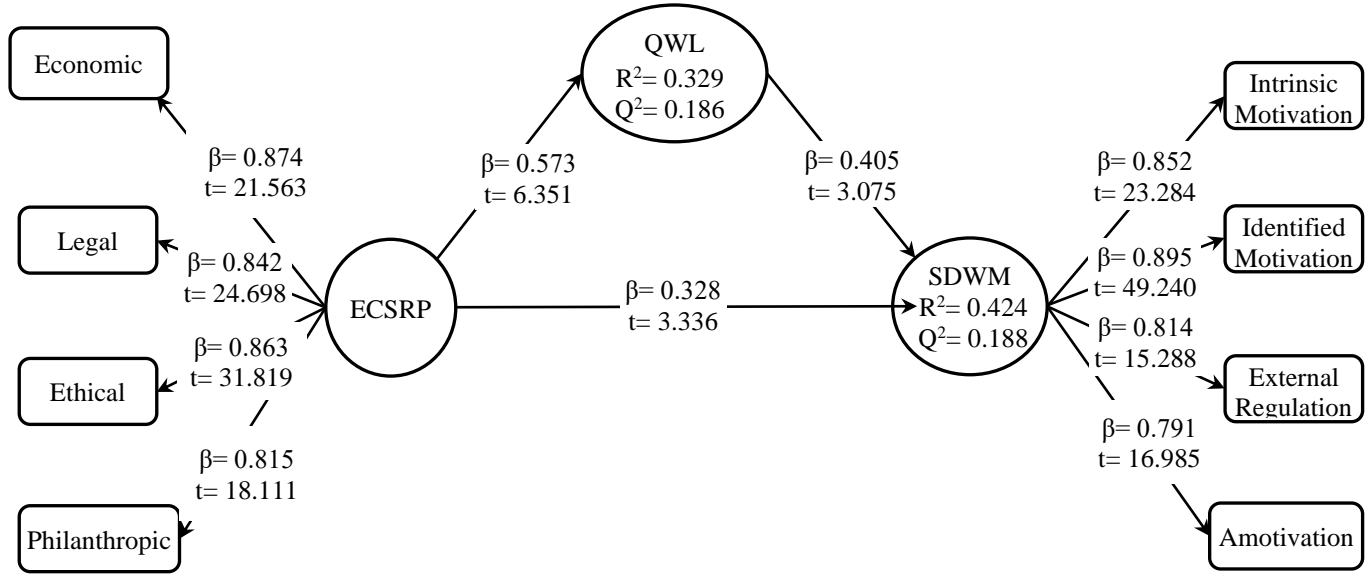
TABLE 3
Descriptive Statistics and Validation Measures

Variables	M	SD	AVE	R ²	Q ²	Fornell-Larcker								
						1	2	3	4	5	6	7	8	9
Employees' CSR Perceptions	3.715	0.681	0.720	-	-									
Self-Determined Work Motivation	3.697	0.633	0.703	0.424	0.188									
1. Amotivation	3.702	0.783	0.649	0.625	0.401	0.806								
2. Economic	3.775	0.768	0.614	0.763	0.463	0.335	0.784							
3. Ethical	3.687	0.796	0.658	0.744	0.485	0.297	0.675	0.811						
4. External Regulation	3.636	0.777	0.651	0.663	0.426	0.468	0.483	0.381	0.807					
5. Identified Motivation	3.726	0.711	0.607	0.801	0.476	0.618	0.479	0.467	0.704	0.779				
6. Intrinsic Motivation	3.724	0.759	0.691	0.725	0.490	0.593	0.433	0.332	0.560	0.676	0.832			
7. Legal	3.670	0.768	0.602	0.709	0.420	0.341	0.728	0.667	0.519	0.464	0.392	0.776		
8. Philanthropic	3.720	0.862	0.724	0.664	0.474	0.330	0.581	0.590	0.423	0.411	0.318	0.560	0.851	
9. Quality of Work Life	3.784	0.746	0.580	0.329	0.186	0.431	0.537	0.434	0.476	0.559	0.516	0.550	0.452	0.761

1. AVE= Average Variance Extracted; M= Mean; SD= Standard Deviation; Q²= Predictive Relevance Values.

2. Numbers on the diagonal (in boldface) are the Radical of AVEs. Other numbers are correlations among the constructs.

FIGURE 2
Conceptual Model Output



Also, coefficient t the criterion measures the relationship between the variables of the model. When t value is more than 1.96, then the accuracy of the relationship between the construct and the research hypotheses in different significance levels is confirmed. According to the results, we see that all the research hypotheses are confirmed. The first hypothesis has coefficient $\beta = 0.504$ and coefficient $t = 6.351$; Second hypothesis has coefficient $\beta = 0.349$ and coefficient $t = 3.336$; Third hypothesis has coefficient $\beta = 0.360$ and coefficient $t = 3.075$ and fourth hypothesis has coefficient $\beta = 0.182$ and coefficient $t = 2.533$ and all are confirmed. The results of the hypotheses testing are presented in Table 4.

TABLE 4
Results of Research Hypotheses

Path	β	t	Results
H1: Employees' CSR Perceptions → Quality of Work Life	0.573	***12.622	Supported
H2: Employees' CSR Perceptions → Self-Determined Work Motivation	0.328	***4.899	Supported
H3: Quality of Work Life → Self-Determined Work Motivation	0.405	***5.149	Supported
H4: Employees' CSR Perceptions → Quality of Work Life → Self-Determined Work Motivation	0.232	***4.597	Supported

Note: 5000 bootstrap samples with 95% confidence level. * $p < 0.05$, $t = 1.96$; ** $p < 0.01$, $t = 2.58$; *** $p < 0.001$, $t = 3.27$.

5. DISCUSSION AND CONCLUSION

A strategic understanding of social responsibility can clarify the potential positive recognition of its actions and lead to increased acceptance of social responsibility commitment among individuals, managers and investors in various fields, and on the other hand, lead to the recognition of benefits beyond financial and material benefits (Barom, 2013). So, CSR must be considered in order to achieve business sustainability and a comprehensive vision (Mohd Nor et al., 2019). Employee involvement and knowledge of CSR are the ways of developing convenient and friendly work environment that simultaneously confirm establishment of organizational profit and growth too. Increasing pressure from environmentalists and socialists have transformed CSR practices as code of ethics for the business

world and has added a potential general framework to meet these pressures. According to Kim et al. (2017) employee CSR perceptions enhance positive attitude of job potentiality and responsibility towards the organization. Studies have proven that CSR positively affects employee behaviors and attitudes (Im et al., 2016) and workplace relevant aspects namely job satisfaction (Vlachos et al., 2013) and commitment (Lee et al., 2013). CSR plays a role as building block in the relationship between management and employees. An employee with the morality of ethics and perception of CSR is the well-wisher for the organization and works efficiently for its benefit and prosperity.

Sustainable and favorable work environment supports employees to achieve job satisfaction needs and ultimately enhance loyalty. Kalleberg (2012) suggested that employees with control over their work intensity and schedule are able to manage their job life quality. To manage HR and stabilize the work environment quality, two aspects are crucial: technical aspect related to productivity, and personnel aspect related to employee satisfaction and positivity. Employee QWL is related to job satisfaction and work environment related behaviors. When employees enjoy the workplace, their satisfaction level increases, and they tend to complete daily tasks (Noor and Abdullah, 2012).

When serving an organization, employees usually identify themselves as members of a group with organizational expectations (Naseer et al., 2018). The socially responsible behavior of an organization is one of these expectations. An organization following CSR principles is more likely to satisfy its employees because they believe that a better work environment will benefit employees (Singhapakdi et al., 2015). A socially responsible organization also makes employees feel happy and conveys a good feeling to employees (Kim et al., 2020). Results from the present study show that employees' CSR perceptions positively impact on the QWL of the employees of Social Security Insurance in Iran. We found the hypothesis has been supported by β -estimates and P-values between the relationships, which also supports the estimation of Kim et al. (2017) and Molnar et al. (2021). Thus, we can say that the higher the employee CSR perception and the higher the tendencies of achieving better work life quality.

Achieving motivated and devoted employees for organizational betterment is important. Therefore, before understanding motivation, we must have a relative perception of ourselves. This is because self-aspiration and self-categorization

combined affect one's motivation, needs satisfaction, commitment and goal achievement norms. Organizational psychologists proved the importance of employee work motivation in the workplace; they also recognized the importance of tangible rewards for improving work motivation (Gagne and Deci, 2005). Employees feel more satisfied and motivated if they are rewarded according to their performance. Organizational approaches with rewarding employees, however, sometimes are insufficient for achieving motivated employees.

Fulfillment of employees' necessities in the workplace results in their inspirational behavioral engagement, high ambitions, satisfaction, work motivation and devotion. And, the more an organization emphasizes on individual values and degrees of satisfaction, the more the organization finds motivated employees. Moreover, work motivation affects aspects of work commitment, that ultimately suppresses employee turnover and absenteeism tendencies, and enhances health and security. It is also true that employee motivation towards the organization not only depends on the organizational policies but also their self-determined approaches. In consequence, a self-demotivated employee though working in a completely favorable and friendly work environment may show the intention of demotivation and turnover, whereas a self-motivated employee drives for the organization benefits even though the work environment is not up to feasibility level. Results from the present study show that employee CSR perceptions positively impact on their SDWM, which supports our hypothesis 2 and the estimation of Kim and Scullion (2013). Hence the more employees possess positive perception on CSR in the workplace (Social Security Insurance) the more the employee is self-motivated to work.

Studies suggest that employees feel more motivated, committed and determined if they are satisfied with QWL in the workplace. Employee work determination and motivation have always been the central concerns for organizational leaders, since motivated employees work as productive, creative and consistent with work quality, and demotivated/unmotivated employees work with least effort and try to avoid the workplace by searching opportunities to quit. In this present study, we found that employee QWL and SDWM has a positive and significant effect, thus supporting the estimation of Tongo (2015). We can state that, the more favorable the QWL of employees in the work environment, the more stable and stronger their SDWM. Therefore, the consequences of this issue should be considered by the managers of the Social Security organization in Iran.

A positive strong employee perception of CSR develops self-motivation, and subsequent achievement and balances QWL. Therefore, Social Security organizations must provide a work environment with convenience, comfort, and friendliness where the employees serve with devotion, trustworthiness, motivation, are self-determined and inspired to do their job and contribute to the organization in a give-and-take process. To support hypothesis 4 of the present study, which is mediating effect of employee QWL on the relationship between employee CSR perception and SDWM, we have demonstrated positive and significant direct effect of the independent variable on the dependent variable. The role of mediation was confirmed. This means although CSR is important for developing self-determination and work motivation, the QWL plays a more significant role in cultivating SDWM in Social Security Insurance organizations in Iran. With good QWL, employees are more devoted, trustworthy, motivated and efficient. Employers must enhance the work environment because employees enjoying physical comfort and psychological satisfaction, strengthen employer-employee relationships hence lowering staff turnover.

6. MANAGERIAL IMPLICATIONS

Highlighting the aspects of employee CSR perception, the QWL within the work environment, SDWM, and aspects related to mediating mechanisms of the QWL over the CSR-SDWM relationship, our framework may provide some guidance on how organizations could involve employees with CSR programs to make them understand the importance of involvement with CSR activities to maximize the probability of achieving favorable QWL and further improve their self-devotedness and job determination. Specifically, our findings have important implications to the organizational HRM and strategic planning through influencing employees of Social Security Insurance towards CSR engagement to utilize human resources more efficiently by constructing concrete self-determination and providing favorable QWL.

First, the Social Security Insurance organization in Iran can encourage employees to participate in essential CSR programs. It may change employees' work-related attitudes. HR departments can actively promote such an environment within the workplace so that employees could practice CSR. That may develop their positivity towards the organization. Moreover, knowledge of CSR elements should be included in different corporate processes such as,

recruitment, career and talent development and resource management. Employees with CSR knowledge could be involved in essential laws and regulations to support the organization, codes of ethics practices, and generosity to society. These CSR processes help to create a durable and manageable employee-employer relationship supporting the organizational goals.

Second, our model shows relationships between CSR, QWL and SDWM. We recommend that responsible leaders of the Social Security Insurance organization promote a work environment that may help employees to perform up to their limits with motivation and devotion. Managers are the key role players to cultivate the employer-employee relationship. They can be a communication bridge between employees' contribution to CSR and a work environment where employees can work full of confidence and determination. This communication of CSR initiatives can add value to the work environment and organizational prosperity too, that can impact on employee sense of justice and responsibility. This will also contribute to communication between employees and organizations' outside stakeholders. To ensure credibility, managers might confirm CSR communication across the stakeholders too and foster understanding of corporate cultures, job responsibilities, and stakeholder roles.

Finally, our study proved that employee CSR perceptions and their QWL have a positive and significant effect on SDWM. This indicates that managers in Iran should not only strive to cultivate positive CSR perceptions of employees to allow them to perform devotedly and consciously, but they also must create a positive quality work environment. The finding on mediating role of QWL suggests that managers should ensure beneficial and advanced work environments to resolve employee dissatisfaction, psychological intolerance, and negligence of job responsibilities and ultimately minimize turnover. This is because self-motivated employees contribute to organizational achievement but also benefit by building up a successful long term career.

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