

**AN ANSWER TO THE CORPORATE COVID-19 CRISIS: EXAMINING PANDEMIC-
RELATED INTERNAL AND EXTERNAL CORPORATE SOCIAL RESPONSIBILITY
AND ITS IMPACT ON WORKER MOTIVATION THROUGH DIFFERENTIAL
MEDIATION PATHWAYS**

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ABSTRACT

As one of the most historically devastating disasters, the COVID-19 pandemic has claimed the lives of millions and led to the demise of thousands of businesses. Surviving organizations have been faced with the question of how to keep their employees motivated. This study suggests that corporate social responsibility (CSR) initiatives may contribute to solving this challenge. Integrating theoretical perspectives from Maslow's theory of motivation, social exchange theory, and social identity theory with previous research on CSR, this investigation develops a framework for determining whether employee perceptions of their company's internal and external CSR efforts during the coronavirus pandemic, labeled as pandemic-related internal and external CSR, are directly and significantly related to worker motivation and whether these relationships are mediated through two pathways (via basic and non-basic needs fulfillment). To test this theory-based model, survey data was collected from a sample of union members ($n = 510$) working within the hospitality, food service, and healthcare industries in Hawaii during the COVID-19 pandemic. Results of structural equation modeling (SEM) revealed a significant positive relationship between pandemic-related internal CSR and worker motivation, and a significant negative association between pandemic-related external CSR and worker motivation. Analysis revealed that both basic and non-basic needs fulfillment competitively mediated the relationships between these two types of pandemic-related CSR and worker motivation. No significant differences were found, however, between the total effects of pandemic-related internal and external CSR on worker motivation. By bringing to light the complexities of these relationships, this study contributes to the literature on CSR, worker motivation, and disaster management and considers managerial implications that may help businesses survive the

COVID-19 pandemic and other future crises that threaten the sustainability of the global economy.

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CHAPTER 1. INTRODUCTION

The COVID-19 pandemic has clearly changed the landscape of the business world for years to come. Thousands of companies across the world have not been able to survive the wrath of this pandemic, which has often been characterized by citywide lockdowns throughout many countries. Along with these circumstances, firms have been faced with the constant shifting of consumer demands and the disruption of global supply chains. The unpredictability of governmental policies in response to the COVID-19 crisis has led to overall uncertainty in global market conditions. Businesses have struggled to stay alive and viable by attempting to make constant adjustments within their workforce in order to keep their workers motivated and productive. As professed by Maslow (1943), human motivation is driven by the fulfillment of a hierarchy of needs that is fundamentally anchored in the need for survival. In this light, the pandemic has launched the business world into a milieu in which both workers and consumers have had to focus much more on their lower-level needs in order to survive (Blustein & Guarino, 2020; Matias et al., 2020). It is important to note that the multiple surges of the COVID-19 virus and its variants have clearly contributed to many people being stuck in a survival mode (Lin et al., 2021; Yu et al., 2021). It is within this historical context that this study has emerged.

Since the Industrial Revolution, the concept of corporate social responsibility (CSR) has come to be acknowledged as an important factor related to firm productivity (Branco & Rodrigues, 2006; Orlitzky, 2005; Orlitzky et al., 2003). Interestingly, the majority of research investigating the role of CSR and company performance has been conducted on a macro-level and has typically centered around the strategic management of businesses (McWilliams et al., 2006; Porter & Kramer, 1999, 2002; Porter & Van der Linde, 1995; Smith, 1994, 2003). These

studies have often focused on measures related to corporate level decision-making regarding why and when organizations may choose to implement CSR initiatives based on a firm's mission and the values of its top management (Sharp & Zaidman, 2010), as well as institutional and environmental-level factors that may influence competitiveness amongst companies regarding the profitability of partaking in CSR efforts, such as local laws, industry standards, and stakeholder pressures (Aguinis & Glavas, 2012; Aguinis et al., 2020; Duarte et al., 2010). Employee perceptions of CSR have often been left out of investigations but are increasingly regarded as an important factor in determining worker attitudes, behavior, and performance (Zhang et al., 2021). This gap in the literature examining the effects that CSR may have on employees, who play a critical role in impacting organizational performance, is glaring. Relatively few studies investigate how CSR efforts influence employees themselves (Aguinis & Glavas, 2012; Rupp & Mallory, 2015). This study investigates how employee perceptions of different types of pandemic-related corporate social responsibility (internal and external) may differentially affect worker motivation. Internal CSR is intended to benefit internal stakeholders (i.e., employees), whereas external CSR is directed towards external stakeholders (e.g., the community, natural environment, and consumers) (Farooq et al., 2017; Margolis & Walsh, 2003). Within the life-threatening context of COVID-19 (Blustein & Guarino, 2020), it is a major premise of this investigation that workers in pandemic situations will likely be more motivated to work in their jobs for companies that are more – in contrast to less – proactive in addressing their basic concerns for survival.

CHAPTER 2. LITERATURE REVIEW

Corporate Social Responsibility (CSR)

History of CSR

For decades, there has been an ongoing ethical debate between scholars about whether companies should be morally obligated to attend to the needs of both shareholders and stakeholders (e.g., the Friedman, 1970 vs. Freeman, 1984 debate). Although initially receiving great resistance from those traditionally supportive of firms being primarily responsible and accountable to shareholders (Eikenberry & Kluver, 2004; Friedman, 1970; Hiller, 2013; Sneirson, 2011), an increasing amount of support has been given to those committed to CSR initiatives that are focused on satisfying both shareholders and stakeholders (Freeman, 1984; Holt & Littlewood, 2015; Sison, 2009, Smith et al., 2013). The CSR movement has provided a viable solution for the increasing amount of pressure currently placed on businesses to attend to the “triple bottom-line”, which refers to the three P’s – profit, people, and planet (Elkington, 1994; Ho & Taylor, 2007; Slaper & Hall, 2011). In this way, companies have defined success as being able to achieve economic, social, and environmental sustainability.

Although there has been increasing interest in the area of CSR, evidence of businesses’ concern for society date back to practices during the Industrial Revolution. The term corporate social responsibility was officially coined in 1953 by economist, Howard Bowen, in his publication entitled “Social Responsibilities of the Businessman” in which he defines CSR as “the obligations of businessmen to pursue those policies, make those decisions, or follow those lines of action which are desirable in terms of our society’s objectives and values” (Bowen, 1953, p. 6). Bowen has been referred to as the “Father of CSR” (Agudelo et al., 2019). In the

1970's, CSR began to take root in the United States. The Committee for Economic Development (1971) introduced the concept of a social contract between businesses and society. This concept emphasized the idea that companies function and exist in concert with public consent, resulting in an obligation to contribute to the needs of society (Baumol, 1970). CSR continued to evolve throughout the 1980's with more organizations incorporating social interests into their business practices while being more responsive to stakeholders. By the 1990's, there was widespread approval of CSR. In the early 2000's, CSR had become an essential strategy for corporations such as Wells Fargo, Walt Disney, and Pfizer, which have incorporated this concept into their business practices. Within the CSR movement there has been a growing concern for worker well-being and productivity (Branco & Rodrigues, 2006; Jones et al., 2019; Rodrigo et al., 2019; Romi et al., 2018).

The definitions and meanings of CSR have been in constant evolution due its adaptive nature to various contexts (Dahlsrud, 2008; Jia et al., 2019). Some researchers, such as Waldman et al. (2006), suggest that CSR refers to the behavior of corporations to protect or promote social welfare beyond the direct interests of corporations as stipulated by law. Others, however, have expanded upon this definition conceptualizing CSR as “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p. 855). This study adopts Aguinis’ (2011) comprehensive definition, while emphasizing the context-specific nature of CSR (Dahlsrud, 2008). Thus, CSR can include a wide range of both voluntary and legally mandated initiatives that demonstrate a level of social awareness and moral obligation to the business’ stakeholders that go beyond pure profit-making goals.

Types of CSR

Although CSR has traditionally been conceptualized as a unidimensional construct (Mueller et al., 2012; Rupp et al., 2013), researchers have recently acknowledged the importance of categorizing CSR into sub-types. Scholars have developed a number of terms to capture these sub-type distinctions, which share a great deal of overlap. Some examples are embedded and peripheral CSR (Aguinis & Glavas, 2013), procedural, distributive, and interactional CSR (Rupp et al., 2006), and economic, legal, ethical, and discretionary CSR (Carroll, 1979).

Others have categorized CSR efforts based upon whether the intended recipients of the CSR initiatives are internal or external to the organization (Cornelius et al., 2008; De Roeck & Maon, 2018; Farooq et al., 2017; Hameed et al., 2016; Hawn & Ioannou, 2016). According to stakeholder theory (Freeman, 1984), CSR can be divided into two main categories – internal and external CSR – which are based on the intended target or beneficiary of the CSR initiatives. Internal CSR refers to efforts directed towards benefitting those stakeholders within the company (i.e., employees), while external CSR refers to efforts directed towards external stakeholders (e.g., the community, the natural environment, and customers) (Farooq et al., 2017; Margolis & Walsh, 2003).

In further examining these concepts, internal CSR refers to socially responsible actions that corporations engage in that affect employees as internal stakeholders (Jia et al., 2019). Given the breadth that internal CSR initiatives can take, researchers have struggled with enumerating what does and does not constitute internal CSR (Dahlsrud, 2008; Low, 2016; Sánchez-Hernández et al., 2021). There has been confusion, for example, about whether traditional human resource management practices are a part of a company's internal CSR efforts

(Smith & Langford, 2011; Westermann-Behaylo et al., 2014). Researchers have often addressed this dilemma by emphasizing that CSR is not limited to traditional HR practices, but also includes company efforts that extend beyond these initiatives (Dahlsrud, 2008; Low, 2016). An example of internal CSR is when the duration of paid or unpaid leave after birth or adoption is extended beyond what is legally required. Additionally, offering paid leave when the law only requires unpaid leave is another form of internal CSR. Although researchers acknowledge that internal CSR takes many forms, there is consensus that common internal CSR initiatives are often reflected in policies that actively address organizational fairness, employee health and safety in the workplace, and the growth and development of employees, such as through training and career advancement opportunities (Brammer et al., 2007; Jia et al., 2019; Kim et al., 2018; Turker, 2009). Internal CSR is closely related to attending to the psychological and physiological wellbeing of employees, and the basic premise of internal CSR is to benefit employees instead of pursuing corporate interest (Farooq et al., 2017; Jia et al., 2019; Turker, 2009).

Comparatively, external CSR refers to socially responsible actions targeted towards the community, natural environment, and consumers (Farooq et al., 2014; Farooq et al., 2017; Jia et al., 2019). CSR related to the community often includes charitable donations in support of humanitarian causes, community development investment, and cooperation with non-governmental organizations (Sundstrom & Ahmadi, 2019; Turker, 2009). External CSR efforts related to the environment typically include investments that are associated with environmental protection, and practices that focus on sustainable development for future generations (El Akremi et al., 2018; Turker, 2009). External CSR initiatives committed to the consumer may

include providing quality goods or services, care commitments to customers, and protecting the interests of consumers beyond the requirements of the law (El Akremi et al., 2018; Farooq et al., 2017).

As highlighted by El Akremi et al. (2015), the distinction between internal and external CSR is particularly important for research involving employee perceptions of CSR since it has been discovered that employees typically do not view their employer's CSR endeavors in a unidimensional way, but rather as a set of practices targeting different stakeholder groups, such as employees (i.e., internal CSR) or the community and environment (i.e., external CSR). This study uses the categories of internal and external CSR to investigate the roles that these two types of CSR play in impacting employee motivation. Employees' perceptions of how various CSR initiatives benefit them either more directly (i.e., via internal CSR) or more indirectly (i.e., via external CSR) will be important for understanding the relationship between employees' perceptions of CSR initiatives and their motivation at work.

Outcomes of CSR

Throughout the first decade of the century, with the exception of Aguilera et al.'s (2006) study on the impact of CSR on job performance and Valentine and Fleischman's (2008) investigation of how perceived CSR influences job satisfaction, very few studies had explored the influence of CSR on employees' attitudes and behaviors beyond organizational commitment (Brammer et al., 2007; Gond et al., 2010; Maignan & Ferrell, 2001; Peterson, 2004; Youn et al., 2018). More recent research has examined CSR in relation to organizational justice (Aguilera et al., 2007; Rupp et al., 2006), organizational citizenship behavior (OCB) (Ko et al., 2018), organizational identification (Glavas & Godwin, 2013), organizational trust (Farooq et al., 2014;

Hansen et al., 2011), organizational pride (Hameed et al., 2019), organizational respect (Farooq et al., 2017), job satisfaction (Senasu & Virakul, 2015), and turnover intentions (Ghosh & Gurunathan, 2014; Hansen et al., 2011). Researchers have also reported on the positive effects of CSR on worker engagement (Gao et al., 2018), which represents the degree to which employees feel involved and valued in an organization (Bakker & Demmerouti, 2008). It is important to mention, however, that worker engagement is often confused with worker motivation, which involves the willingness of employees to actively move forward and perform their jobs to their full potential (Meijman & Mulder, 1998). Interestingly, some of these outcomes have also been treated as mediator variables, such as in Farooq et al.'s (2017) study, which investigated perceived organizational respect as a mediator between CSR and organizational identification.

In general, research has shown that CSR has a positive influence on businesses and their employees (Romi et al., 2018). It is important to note, however, that CSR has also at times been found to have unintended negative effects, such as when employees perceive that their company's CSR initiatives are self-serving and insincere (Alhouti et al., 2016; Ji & Jan, 2019). These negative perceptions of CSR have been found to result in decreased employee trust and increased cynicism (Archimi et al., 2018; Ji & Jan, 2019), as well as lowered job satisfaction (Onkila, 2015) and organizational commitment (Lee & Seo, 2017). Having reviewed the literature in this area, a glaring deficit that remains within CSR outcome research is the lack of investigations into how CSR initiatives impact worker motivation, as well as potential mediators of this relationship.

CSR During Disasters

Due to the increasing amount of pressure from society to act in a socially responsible way, businesses worldwide have been reforming and expanding their CSR practices to be responsive to the many types of disasters that people have encountered, such as public health crises (e.g., HIV/AIDS, MERS, SARS, etc.) and natural disasters (e.g., earthquakes, tsunamis, hurricanes, etc.) (Droppert & Bennett, 2015). As in the history of research involving CSR in general, investigations into CSR during disasters has predominantly focused on external CSR initiatives and macro-level organizational issues (Muller & Whiteman, 2009). Much attention has been paid to the various ways and amounts of money that corporations have contributed to communities and the natural environments that have been impacted by disasters or public health crises (Dobie et al., 2018; Mahmud et al., 2021).

Despite Watkins et al.'s (2015) observation that employees are important stakeholders and appropriate targets of CSR during disasters, research on how employees perceive and are affected by CSR actions during these challenging times has been sparse. Few studies within the existing literature investigate CSR as a response strategy to uncertainties and crises (Gigauri, 2021). One exception is Watkins and colleagues (2015), who concluded in their study during Hurricane Katrina, that corporate philanthropy during disastrous events is a form of corporate social responsibility. They discovered that when CSR responses to a disaster were evaluated more positively by employees, their job strain and somatic complaints decreased. Watkins et al. (2015) also discovered that employees who were generally satisfied with their company's demonstration of internally focused compassion towards members of their workforce tended to feel better psychologically and physiologically in the aftermath of a natural disaster. Although

Watkin's et al. (2015) did not examine CSR by type (internal or external) or provide specific examples of how a company demonstrated CSR, this study provides evidence that employee perceptions of CSR responses to disasters is an area deserving of further exploration. The COVID-19 pandemic offers an opportunity to continue this line of research.

CSR During the COVID-19 Pandemic

According to Dahlsrud (2008), CSR is adaptive and is often socially constructed within a specific context. As researchers have identified, the COVID-19 crisis has offered organizations an opportunity to shift towards bettering their CSR efforts and to become active participants in contributing to resolving urgent global environmental and social challenges (He & Harris, 2020). CSR efforts during the COVID-19 pandemic took many forms. One way that companies adapted their internal CSR efforts during this time can be seen in the area of human resource management (Gorgenyi-Hegyes et al., 2021). Many HR practices were often tailored to address employee concerns during the pandemic, resulting in a reclassification of standard HR policies into pandemic-related internal CSR initiatives. For example, prior to the emergence of COVID-19, companies were typically required to provide healthcare benefits to their employees based on their length of employment and number of hours worked. The COVID-19 pandemic led to massive layoffs, furloughs, and reductions in hours for countless workers, which under "normal" circumstances would have caused these affected employees to lose their healthcare benefits. During the COVID-19 crisis, however, many companies made the decision to continue to offer healthcare benefits to their workers who otherwise would not qualify for such benefits, despite corporations not being legally required to do so (Kramer, 2020). This is an example of how HR policies previously required by law can be reclassified as pandemic-related internal CSR. Other

examples of pandemic-related internal CSR that companies have demonstrated during this disaster include continuing to pay wages, even at less than full pay (e.g., Walmart, Microsoft, Apple, Lyft, etc.), lending money to employees using corporate credit and collateral, offering to help cover funeral costs for employees and their loved ones afflicted by COVID-19 (Kramer, 2020), and going above and beyond the minimum COVID-19 safety mandates to protect the physical health and safety of employees (e.g., providing free masks, constructing extra safety barriers in the workplace, installing air purifiers/improving ventilation, maintaining open and supportive communication to address employee concerns about working during this time, etc.) (Choi & Choi, 2021).

Additionally, during the pandemic, many organizations downsized and restructured their operations to diminish labor costs (Vo-Thanh et al., 2020), which created a feeling of job insecurity amongst employees (Baum et al., 2020; Meyer, et al., 2018). Companies choosing to make an active effort to prevent downsizing and a reduction of employees' work hours (Choi & Choi, 2021), however, are also examples of pandemic-related internal CSR efforts.

Regarding pandemic-related external CSR, corporations have contributed to helping communities during the COVID-19 crisis by donating to food pantries, non-profits, and free clinics (Kramer, 2020). Companies also purchased or donated their inventory of food and medical equipment (e.g., gloves, face masks, sanitizer, etc.) to areas that needed these supplies (Navickas et al., 2021). Although organizational resources were strained, many businesses continued to voluntarily invest in green initiatives and environmental protection programs throughout the pandemic (Amankwah-Amoah, 2020; Qiu et al., 2021), potentially contributing to worker self-esteem through association (Ashforth & Mael, 1989; Hogg & Terry, 2001; Tajfel,

1978; Tajfel & Turner, 1979, 1986). Considering the importance of worker motivation during times of crisis, the present investigation looks at how company efforts in the area of pandemic-related CSR (internal and external) can play a vital role in helping workers to stay motivated. This study attempts to address a significant theoretical gap in the literature on motivation by showing how the application of Maslow's hierarchy of needs is critical to understanding how various pandemic-related CSR initiatives (both internal and external) target the fulfillment of employees' needs (both basic and non-basic needs), which is predicted to influence their levels of motivation at work.

Worker Motivation

Motivation has historically been defined in many ways. According to Bawa (2017), motivation can be thought of as the way in which an individual or groups of individuals are encouraged to behave in a desired manner. This generally involves being inspired to go beyond the call of duty not because an individual has to, but because they want to. Applied to the workplace, Pinder (1998), for example, proposes that worker motivation refers to "a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration" (p. 11). Definitions of worker motivation also often revolve around a person's desire to attend to an individual need. As an example, Robbins (1993) defines worker motivation as the willingness to exert high levels of effort toward organizational goals, fueled by the desire to satisfy some individual need.

Historically, worker motivation has been studied from various theoretical frameworks. An extensive amount of research has been devoted to the development and examination of these

theories. Content theories of motivation involve identifying peoples' needs and relative strengths and the goals they pursue in order to satisfy these needs. Prominent content theories include Maslow's (1943, 1954, 1962, 1965, 1971) hierarchy of needs, Herzberg et al.'s (1959) two-factor theory, and McClelland's (1961) achievement motivation theory. Process theories of motivation place emphasis on the underlying mechanisms of motivation. Four prominent process theories of motivation are Skinner's (1951) operant conditioning, Adam's (1963) equity theory, Locke's (1968) goal setting theory, and Vroom's (1964) expectancy theory. These theories involve the examination of the relationships among the dynamic variables which make up motivation and how behavior is initiated, directed, and sustained.

Research in the area of worker motivation has primarily looked at variables that may influence employees' desires to perform their jobs. Looking at financial rewards, for example, Park (2010) found that monetary incentives act as a stimulus for greater action, zeal, and enthusiasm in the workplace. Regarding job flexibility, Azizi and Lang (2013) reported that cross-training and job rotation often provide workers with the opportunity to learn new skills and to avoid feelings of dullness related to their jobs. In looking at promotions, Koch and Nafziger (2012) reported that promotional systems are helpful because they often lead to employees working harder to compensate for their deficits. Satyawadi and Ghosh (2012) determined that employees are motivated to a greater degree by a sense of achievement and self-control. According to Jung and Kim (2012), a positive working environment can often lead to employees giving their best effort. Zhang and Wu (2004) reported that with a sense of job security, workers will feel more confident about their future in the company and will direct their best efforts to achieve and meet the goals of their organization. Thus, it has been well-documented in the

management and organizational behavior literature that worker motivation is consistently related to achieving higher productivity, revenue, and greater competitiveness in the business arena (Dobre, 2013; Lazaridi, 2013; Martin, 2005; Olomolaiye, 1990; Rantesalu et al., 2016; Westover et al., 2010).

Worker Motivation and CSR

The relationship between CSR and worker motivation has been identified as a newly emerging niche in the literature (Khan et al., 2021). Kunz (2020) notes that businesses are in dire need of guidance from scholars on how CSR initiatives impact employee motivation to better manage their workforce. Kim and Scullion (2013) attempted to assess how employee-centered CSR initiatives are related to worker motivation, when motivation was examined through the lens of McClelland's (1961) achievement needs theory. Performing a qualitative analysis on managerial interviews from the UK and Korea, they reported that motivation emerges as one of the main benefits of engaging in CSR practices. These findings, however, did not measure employees' perceptions of CSR initiatives and their corresponding impact on their motivation to work. This supports Kunz's (2020) observation that while researchers have often argued that organizations implement CSR initiatives in order to positively affect their employees' motivation (e.g., Rupp et al., 2006; Shen and Benson, 2016), research that validates these claims from an employee's perspective is markedly missing. In order to better understand the relationship between CSR and worker motivation, particularly within the context of the COVID-19 pandemic, it is important to examine how worker motivation has historically been impacted during times of disaster.

Worker Motivation During Disasters

The majority of research in the area of disasters and worker motivation has focused on employees in the healthcare industry. This industry is often directly affected when disasters hit. Healthcare facilities are inherently short-staffed and disasters accentuate this problem, which jeopardizes the overall effectiveness of healthcare systems (Powell et al., 2008). Most of the research in this area has centered around investigating how the concerns of healthcare workers have an impact on their motivation and willingness to work during a disaster (Chaffee, 2009; Davidson et al., 2009; Powell, 2008; Valdez & Nichols, 2013). Balicer et al. (2006) found that staff preparedness, education, provisions for PPE, crisis counseling, and family preparedness along with social support were important for public health workers during an influenza pandemic. In a study of hospital workers in Toronto who were employed during the SARS outbreak, Nickell et al. (2004) identified a greater need for personal and family support. Davidson and colleagues (2009) indicated in their research on emergency department staffing, that under conditions of natural disasters, employees' concerns lie in the areas of family safety, food, shelter, and water. Tai (2006) reported that healthcare workers in Singapore during the SARS outbreak encountered a fear of social isolation that occurs by simply being in a profession that is exposed to the virus. It is of significance to acknowledge that none of these studies developed a comprehensive approach to identifying what motivates employees to work harder during disasters. This investigation is an attempt to address this gap in the literature by presenting a theory-based model that explores the relationships between employee perceptions of pandemic-related CSR efforts and worker motivation within the context of the COVID-19 health crisis.

Worker Motivation During the COVID-19 Pandemic

The COVID-19 pandemic has taken a tremendous toll on the world. According to the World Health Organization (WHO), as of July 11, 2022, the total number of confirmed cases of COVID-19 has mounted to 552,504,629 people worldwide. Within this group, 164,536,528 cases have been diagnosed in the United States. Thus far, this pandemic has claimed the lives of 6,347,816 individuals throughout the world (WHO Coronavirus (COVID-19) Dashboard, 2022).

The many citywide lockdowns caused by the contagiousness of this deadly virus have led to numerous companies struggling to survive. As noted in Yelp.com's economic impact report, as of August 31, 2020, there have been 163,735 business closures on Yelp.com's platform alone. Sixty percent of these companies have closed completely without any intention of reopening (Yelp: Local Economic Impact Report, 2020). Amidst this maelstrom of catastrophic proportions, companies that are still solvent have faced the challenge of trying to motivate their workers in order to survive and remain profitable. This has been a formidable task considering that prior to COVID-19, the majority of workers were not found to fall into the category of being highly motivated (Sirota et al., 2006). In a recent Gallup Poll in 2021, approximately two-thirds (66%) of workers in the United States considered themselves disengaged regarding their job (Harter, 2021). In this light, motivating workers during a pandemic of this magnitude has been a major undertaking since many employees have been afraid to go to work for safety reasons (Chen & Eyoun, 2021). Unlike many other disasters, companies have had to strive even harder to motivate their employees who have needed to adapt to a changing work environment, which has often involved working from home. An increasing number of workers have openly expressed their preference to perform their jobs away from the workplace (Barbour et al., 2021;

Nguyen & Armoogum, 2021). As an example, a recent Bloomberg.com article reported that nearly 40 percent of workers would consider quitting if their bosses required them to return to their office (Melin & Egkolfopoulou, 2021). This clearly presents a potential problem for businesses who need to have employees on site.

Despite the real-world challenges that businesses face, the COVID-19 pandemic has created many research opportunities for those who investigate the effects of disasters on organizations and their employees. Studies on worker motivation during the COVID-19 crisis are in the early stages of exploration. Researchers have begun to publish papers on this topic as it relates to areas, such as the effects of working from home or telework (Mustajab et al., 2020), burnout and technostress (Panisoara et al., 2020), perceived risk of contracting COVID-19 at work (Sperling, 2021), and organizational trust (Imai, 2020). At present, empirical studies related to exploring the relationship between CSR and worker motivation during the COVID-19 pandemic are limited. This study represents a pioneering effort to measure this phenomenon.

CHAPTER 3. PURPOSE OF THIS STUDY

Considering the highly contagious and potentially lethal nature of the coronavirus, a tremendous amount of fear has been instilled within workforces across the world. Throughout the pandemic, countless businesses have been crippled by the lack of consumption activity within their establishments, which has inevitably led to widespread furloughs and layoffs. Hence, many organizations have faced the task of keeping their existing workers sufficiently motivated to work during and even as the pandemic subsides. This study provides valuable insight into how pandemic-related CSR efforts may serve as an extremely important avenue for businesses seeking ways to keep their workers productive.

The COVID-19 pandemic has impacted every country, business, industry, and sector, creating numerous knowledge gaps and opportunities for business researchers (Aguinis et al., 2020). This investigation contributes to the literature by examining the relationship between pandemic-related CSR and worker motivation during the coronavirus disaster. First, this study provides researchers and businesses with important empirically derived information that is direly needed in the area of CSR and worker motivation. Secondly, past researchers have categorized CSR into two types – internal and external CSR. In the context of the COVID-19 crisis, this study recategorizes these two types of CSR into pandemic-related internal and external CSR. Therefore, the relationship between pandemic-related internal and external CSR and worker motivation was examined. Finally, this investigation embarked on an exploration of the underlying mechanisms through which pandemic-related internal and external CSR may differentially influence worker motivation by proposing two mediation pathways. A central hypothesis in this regard was that workers' perceptions of how much their companies assist them

to fulfill their basic and non-basic needs serve as mediators that help to explain the relationship between pandemic-related internal and external CSR, respectively, and worker motivation.

Aside from making these important contributions to the literature in the area of CSR, businesses will have access to valuable information that can potentially prevent them from folding during the pandemic and in its aftermath.

CHAPTER 4. THEORETICAL MODEL

The theoretical model presented in this study was derived from Maslow's theory of motivation (Maslow, 1943). Maslow establishes five categories of needs (i.e., physiological, safety and security, love and belongingness, esteem, and self-actualization). It was his belief that people hierarchically attempt to fulfill their lower-level needs before progressing on to higher-level needs. According to Maslow, understanding the hierarchy of human needs is essential for every manager who wishes to motivate subordinates since he believed that satisfying human needs continuously is the key to motivating employees so that they will want to work effectively in their job positions (Maslow, 1954; Wolor et al., 2020).

Evidence from previous research during disasters supports the idea that highly stressful events that threaten employees' physical safety and well-being are likely to lead to individuals placing greater emphasis on attending to their basic survival (Watkins et al., 2015). Watkins et al., (2015), for example, discovered that victims of disasters, such as Hurricane Katrina, often experience a great deal of physiological and psychological resource depletion, which may lead to individuals becoming highly attenuated to their needs in these areas. Additionally, as Seeger and Ulmer (2003) note, disasters induce high levels of uncertainty and typically "threaten or are perceived to threaten high priority goals, including security of life and property or the general individual or community well-being" (Seeger & Ulmer, 2003, p. 233). Although not explicitly stated, these "high priority goals" involving security of life and property correspond directly to individuals' basic needs of physiological safety and security found within Maslow's hierarchy of needs.

Maslow's motivational framework was incorporated into this study since it is particularly relevant to understanding how pivotal basic survival needs are to motivational behavior. As has been found in research on previous disasters (Seeger & Ulmer, 2003; Watkins et al., 2015), the COVID-19 pandemic has caused a widespread collective focus on the need to survive, which has led to an unprecedented reprioritization of the needs in a person's life that are of utmost importance. Amidst the milieu of fear and uncertainty caused by COVID-19, workers have desperately searched for ways to ensure that their basic needs of physiological safety and security are being met (Blustein & Guarino, 2020; Matias et al., 2020), which coincides directly with the two lowest levels found within Maslow's motivational hierarchy of needs. For the purpose of this study, these two levels were categorized as basic needs, whereas the three higher levels of Maslow's hierarchy were categorized as non-basic needs (see Figure 1). Maslow's theory of motivation seems particularly well-suited for examining how the COVID-19 pandemic has fundamentally changed workers' perceptions of their needs, especially regarding their safety and survival. Maslow's framework provides a foundation for investigating how companies can help their employees to stay motivated.

Figure 1. Basic and Non-Basic Motivational Needs

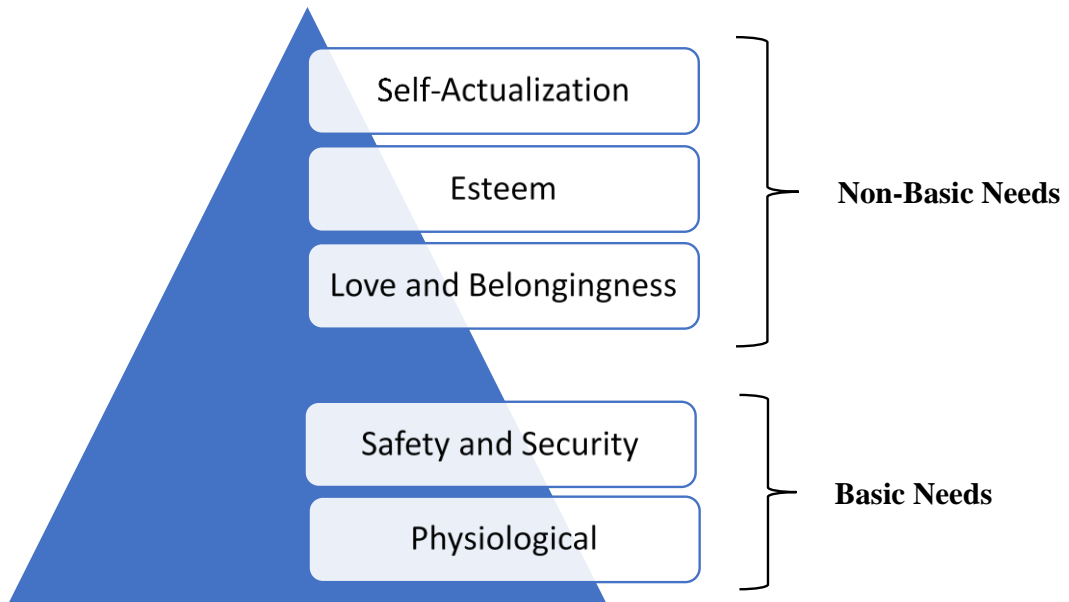


Figure 1. Categorization of Hierarchy of Needs into Basic and Non-Basic Needs, Adapted from Maslow (1943).

Within this study, several other theoretical perspectives, including social exchange theory (Blau, 1964; Emerson, 1976; Homans, 1958, 1961) and social identity theory (Ashforth & Mael, 1989; Hogg & Terry, 2001; Tajfel, 1978; Tajfel & Turner, 1979, 1986) were integrated with Maslow's theory of motivation (1943, 1954, 1962, 1965, 1971) to build a framework that explains how pandemic-related corporate social responsibility (CSR) influences worker motivation.

As seen in Figure 2, the proposed model suggests that both pandemic-related internal and external CSR are important predictors of worker motivation during the COVID-19 disaster. This model also predicts that the extent to which a company addresses workers' basic needs and non-basic needs plays a critical role in mediating the relationships between the two types of pandemic-related CSR (i.e., internal and external) and worker motivation. Specifically, the first

pathway suggests that the relationship between pandemic-related internal CSR and worker motivation is mediated by how much workers perceive that their company is helping them to address their basic needs. The second pathway in this model proposes that the influence that pandemic-related external CSR may have on worker motivation is mediated by the degree to which workers feel that their company helps them to address their non-basic needs.

Researchers have often contended that studies on organizational phenomena should be based on employee perceptions over objective attributes (Fishbein & Ajzen, 1975; Hansen et al., 2011), given that individuals often “respond on the basis of their perceptions of reality, not necessarily reality per se” (Ferris et al., 2002, p. 182). From this premise, this study incorporated an affective approach to perception (Crites et al., 1994), and all variables were operationalized and measured using this perspective. This study investigated the extent to which employees felt that their companies made efforts in the areas of pandemic-related internal and external CSR, the degree to which their companies contributed to helping them fulfill their basic and non-basic needs, and the extent to which employees felt motivated at work during the COVID-19 pandemic.

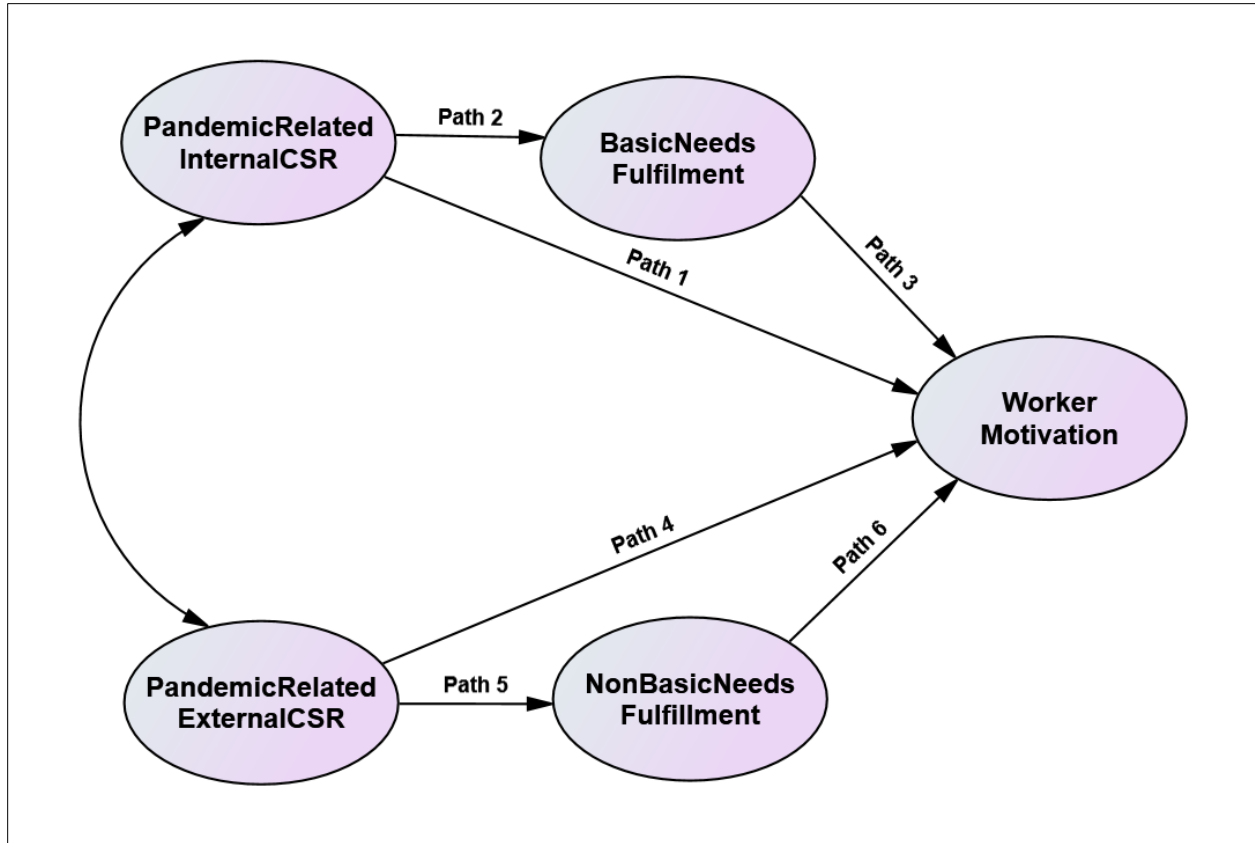


Figure 2. *Conceptual model.*

Recently published articles addressing management challenges during the COVID-19 pandemic have identified the critical need for companies to establish policies and initiatives that support the safety and security of employees (Wolor et al., 2020). This study examined how pandemic-related CSR initiatives can be helpful for companies to survive by motivating their employees to work hard during the coronavirus pandemic and potentially other longer-term stressful situations that may occur in the future. Having identified significant gaps in the literature involving the study of how CSR influences worker motivation, especially during catastrophic events, several hypotheses were generated.

CHAPTER 5. HYPOTHESES

The rationales for the following hypotheses are based on previous research involving CSR. Given that CSR is context-specific (Dahlsrud, 2008), however, all hypotheses have been created to capture the context of the COVID-19 pandemic. Thus, the terms pandemic-related (internal and external) CSR will be used for the purposes of this study.

Within the few studies that exist, researchers have acknowledged the important role that CSR plays in motivating employees (Kim & Scullion, 2013; Rupp et al., 2006; Shen & Benson, 2016). Social exchange theory has been utilized to explain the link between CSR initiatives and employee motivation (Cropanzano & Mitchell, 2005; Molm & Cook, 1995; Gould-Williams & Davies, 2005). Based on this theoretical perspective, which emphasizes the notion of reciprocity, employees may perceive that CSR activities should be rewarded as they are judged positively. As an overarching theme, this study suggests that one way employees may subconsciously demonstrate this reciprocity is through an increase in their motivation while at work.

Pandemic-Related Internal CSR and Worker Motivation

Supporters of internal CSR have argued that it provides value for organizations because it has been suggested to be a determinant of employee motivation (Cooke & He, 2010; Farrukh et al., 2020; Lee & Chen, 2018; Ngoc et al., 2019). Kunz (2020) concluded that employees tend to perceive internal CSR initiatives as a willingness by their company to care for its employees. From the standpoint of social exchange theory, in the spirit of reciprocity, workers will exert more effort within their job in exchange for their company putting forth additional effort to better their workers' lives. This is a salient argument for why pandemic-related internal CSR, in which

the employee is the direct beneficiary of these initiatives, may be particularly influential in improving worker motivation. In this respect, this study suggests that workers will be more motivated to perform their job if they feel that their company is making an effort to implement pandemic-related internal CSR initiatives that will benefit themselves directly. Thus, it is hypothesized:

Hypothesis 1a: Pandemic-related internal CSR is positively associated with worker motivation.

Pandemic-Related External CSR and Worker Motivation

Research on identity has consistently shown that people have a strong desire to view themselves in positive terms (Ashforth & Kreiner, 1999). Social identity theory, for example, has been used in many studies and relies on the premise that individuals seek to enhance their self-esteem through their social identities, such as through their occupations (Ashforth & Kreiner, 1999; Tajfel & Turner, 1986; Hogg & Abrams, 1990). Workers may look for ways to increase their positive sense of self, such as through doing “good things”. In this light, external CSR can be thought of as a potentially powerful means for organizations to help their workers to fulfill their self-esteem needs through identification with the “positive things” that employees perceive that their company is doing (e.g., volunteerism in the community, green initiatives to curb global warming, etc.).

In their study investigating the relationship between corporate social performance (CSP) and organizational reputation, Turban and Greening (1997) concluded that working for socially responsible companies strengthened employees’ self-image. They suggest that this was accomplished when workers identified themselves as being a member of a socially responsible

organization. A large body of evidence within the CSR literature supports the notion that workers can benefit vicariously from their company's external CSR efforts (Aguinis & Glavas, 2019; Bauman & Skitka, 2012; Glavas & Kelley, 2014; Rodrigo et al., 2019), and that vicarious participation in and awareness of external CSR activities can help to increase employee well-being (Kim et al., 2018). In this way, by associating themselves with their company's socially responsible behavior, employees are able to indirectly participate in external CSR initiatives that their company partakes in. Although previous investigations have supported the concept that external CSR initiatives can be beneficial for employees and their organizations, research examining how external CSR can positively influence worker motivation is lacking. Thus, it is hypothesized:

Hypothesis 1b: Pandemic-related external CSR is positively associated with worker motivation.

Mediator Variables: Alternative Pathways to Worker Motivation

Having established a basis for the relationships between pandemic-related internal and external CSR and worker motivation, it is important to identify potential mediators that may drive these predicted relationships. The mediators selected for this study are based on Maslow's hierarchy of needs. As noted previously, two mediator variables were created by dividing Maslow's five levels of hierarchical needs into two categories based on how relevant these needs are to basic human survival. Applying this reasoning, Maslow's five levels of needs were separated into the categories of basic needs, which are comprised of the two lowest-level needs (i.e., physiological, safety and security needs), and non-basic needs, which includes the three higher-level needs (i.e., love and belongingness, esteem, and self-actualization needs; see Figure

1). Previous research has supported separating Maslow's hierarchy of needs into these two categories (Gagne, 2014; Hackman & Lawler, 1971; Hackman & Oldham, 1976). From this premise, two mediators were generated, labeled "basic needs fulfillment" and "non-basic needs fulfillment". These two mediator variables were hypothesized to serve as underlying mechanisms for the relationships between pandemic-related internal CSR and worker motivation and pandemic-related external CSR and worker motivation, respectively.

Basic Needs Fulfillment as a Mediator between Pandemic-Related Internal CSR and Worker Motivation

Relationship between pandemic-related internal CSR and basic needs fulfillment.

The inherent human drive to survive is often amplified by disaster situations, such as the COVID-19 crisis (Blustein & Guarino, 2020). This heightened sensitivity to and awareness of the need to survive under these conditions have led people to feel a greater sense of urgency in taking care of their fundamental survival needs (Matias et al., 2020). In the workplace context, pandemic-related internal CSR efforts appear to be inherently associated with helping employees address their basic needs. During the COVID-19 crisis, pandemic-related internal CSR efforts have taken the form of company initiatives, such as scheduling and work site flexibility, as well as greater efforts to go above and beyond legal requirements regarding the implementation and enforcement of COVID-19 governmental mandates that protect worker safety (Choi & Choi, 2021; Kramer, 2020). In this sense, pandemic-related internal CSR efforts were often geared towards helping employees feel that their companies were attending to their basic needs since many of these initiatives were aimed at contributing to their overall sense of physiological safety and perceived security (Choi & Choi, 2021; Gorgenyi-Hegyey et al., 2021). In fact, researchers

have previously suggested that internal CSR efforts are closely related to addressing employees' psychological and physiological well-being (Farooq et al., 2017; Jia et al., 2019; Turker, 2009), although these studies did not explicitly test the validity of this concept.

The present investigation was an attempt to substantiate the relationship between pandemic-related internal CSR and basic needs fulfillment by demonstrating that a higher degree of perceived company effort in the area of pandemic-related internal CSR would be associated with employees having a greater sense that their company was helping them to fulfill their basic needs (e.g., physiological safety and financial security). The relationship between pandemic-related internal CSR and basic needs fulfillment forms the first step in the mediation pathway, which helps to explain how pandemic-related internal CSR influences worker motivation.

Relationship between basic needs fulfillment and worker motivation. Support for the second step in the mediation pathway, which relates basic needs fulfillment to worker motivation, is also drawn from Maslow's hierarchy of needs. In his theory of motivation, Maslow suggests that the fulfillment of or attention to a person's basic needs, which includes the needs for physiological safety and security, is an impetus for motivation. Additionally, in their comparative study of several large-scale gold mining companies in Ghana, Kuranchie-Mensah and Amponsah-Tawiah (2016) discovered that employees could be motivated to continue working even under dangerous conditions as long as their company acknowledged their workers' life values, and especially their basic needs. In this light, during pandemics or other disasters in which there is imminent concern for survival (Blustein & Guarino, 2020; Matias et al., 2020), the present study suggests that employees should be more motivated to perform their jobs if they feel

that their company was helping to take care of their basic survival needs. This provides the foundation for the idea that basic needs fulfillment is associated with worker motivation.

Therefore, basic needs fulfillment was predicted to be an important mediating variable since pandemic-related internal CSR efforts may help employees to feel that their basic needs are being attended to, which in turn, may positively impact their level of motivation. Thus, it is hypothesized:

Hypothesis 2a: Basic needs fulfillment mediates the positive relationship between pandemic-related internal CSR and worker motivation.

Non-Basic Needs Fulfillment as a Mediator between Pandemic-Related External CSR and Worker Motivation

Relationship between pandemic-related external CSR and non-basic needs fulfillment. Notably, amidst catastrophic situations, such as the COVID-19 pandemic, in addition to experiencing a deep fear for one's personal survival (Blustein & Guarino, 2020), people may also develop a concern for the welfare of others in their community and beyond (Drury et al., 2016; Sun et al., 2013; Weinberg, 2017). Employees may naturally gravitate toward wanting to help their communities locally and around the world during these trying times (Chong, 2009). External CSR, which involves company actions that are targeted to benefit the community, natural environment, and society at large (Farooq et al., 2017), may provide an avenue for them to do so. These external CSR efforts often lead to employees identifying more closely with their organization through the process of vicarious identification with the company's proactive attempts to better the world (Rodrigo et al., 2019). Support for this line of reasoning is embedded within social identity theory.

According to Tajfel and Turner (Tajfel, 1978; Tajfel & Turner, 1979, 1986), people develop a sense of self-worth by identifying with their social groups. In the business context, social identity theory is often used to explain how employees tend to develop a personal identity that is closely linked with their organization's corporate values (Helm, 2013; Herrbach & Mignonac, 2004; Mael & Ashforth, 1992; Rodrigo et al., 2019). In this respect, how employees feel about themselves is often contingent upon the (positive or negative) actions of their companies, which can be demonstrated through their organization's CSR initiatives (Bergami & Bagozzi, 2000). Given that external CSR efforts have an inherent humanitarian and environmental focus, it is reasonable to assume that employees will identify themselves with their company's charitable actions, which may lead them to feel that their company is helping them to fulfill their non-basic needs (i.e., belongingness, esteem, and self-actualization needs).

In line with this reasoning, several researchers have reported that employees tend to experience improvements in their self-esteem, self-worth, pride, and organizational belongingness when they perceive that they are working for a socially responsible company that helps society (Bartels et al., 2007; Bergami & Bagozzi, 2000; Farooq et al., 2014; Jones, 2010; Kim et al., 2010; Rodrigo et al., 2019). Companies that implement external CSR initiatives give their employees an opportunity to feel that they are part of a movement to help their community and planet as a member of their organization. Thus, employee perceptions of their company's efforts to implement external CSR initiatives should influence the degree to which they perceive that their company is helping them to fulfill their non-basic needs (i.e., belongingness, esteem, and self-actualization needs). This framework provides the rationale for the first step in the

mediation pathway, which suggests that pandemic-related external CSR predicts employees' perceived non-basic needs fulfillment.

Relationship between non-basic needs fulfillment and worker motivation. The second step in the mediation pathway involves examining how employees' perceived non-basic needs fulfillment influences worker motivation. Maslow's theory of motivation suggests that attending to an individual's non-basic needs is an important source of motivation. In fact, researchers have reported that employees are more motivated to work for companies that fulfill their psychological needs of self-esteem, self-worth, and group membership and belongingness (Carmeli, 2005; De Roeck et al., 2014; Ghosh, 2018). In this sense, employees are likely to feel more motivated to perform their jobs for a company that is helping them to take care of their non-basic needs. This provides the basis for the concept that non-basic needs fulfillment is an important predictor of worker motivation.

Therefore, it is suggested that non-basic needs fulfillment is a vital mediating variable in understanding how pandemic-related external CSR influences worker motivation. In this way, companies that implement pandemic-related external CSR initiatives that help workers feel that their non-basic needs are being attended to should ultimately benefit from improvements in worker motivation. Thus, it is hypothesized:

Hypothesis 2b: Non-basic needs fulfillment mediates the positive relationship between pandemic-related external CSR and worker motivation.

Relative Importance of Pandemic-Related Internal versus External CSR in Predicting Worker Motivation

The potentially life-threatening nature of the coronavirus has forced many people to focus on attending to their immediate survival needs (i.e., basic needs of physiological safety and security). Since it is believed that pandemic-related internal CSR efforts tend to be inherently associated with helping to address employees' basic needs, pandemic-related internal CSR actions should be more motivating than pandemic-related external CSR initiatives, which tend to focus more on addressing external interests (e.g., community and environmental issues).

From an employee's perspective, pandemic-related internal CSR initiatives should be of greater salience to them than pandemic-related external CSR efforts since under disastrous conditions, such as the COVID-19 crisis, workers tend to be most concerned about addressing their basic survival needs (Blustein & Guarino, 2020; Matias et al., 2020). In this sense, companies that have responded to the COVID-19 disaster by taking greater care of their workers' concerns for safety and security (i.e., their basic needs) through pandemic-related internal CSR initiatives should benefit from increased worker motivation above and beyond the benefits of implementing pandemic-related external CSR initiatives. This line of reasoning supports the idea that while both pandemic-related internal and external CSR efforts should have a positive influence on employees' motivation to perform their job well, pandemic-related internal CSR actions, which are intended to directly benefit employees and address their most basic needs, should provide greater motivation for workers than pandemic-related external CSR efforts, which tend to address employees' higher level or non-basic needs (i.e., belongingness, esteem, and self-actualization needs). Thus, it is hypothesized:

Hypothesis 3: Pandemic-related internal CSR is a stronger predictor of worker motivation than pandemic-related external CSR.

CHAPTER 6. METHOD

Participants and Procedure

Business research is often challenging as corporations are typically extremely hesitant to provide access to their employees as study participants. Many companies view their employees' opinions and feedback as confidential and at times, proprietary information, which may potentially damage a company's image should the results of the study be found to be negative or critical of the company's conduct. As a result, data collected in this study was obtained from a prominent labor union, which represents several thousands of workers across businesses within the healthcare, food service, and hospitality industries in the State of Hawaii.

The union assisted in the recruitment process by contacting its membership to seek voluntary participation in this study. Text messaging was used to distribute an anonymous link to the online survey instrument, which was completed by those who chose to participate using Qualtrics, an established online research platform. IRB approval from the University of Hawaii at Manoa was obtained prior to the administration of the survey. To preserve anonymity and confidentiality, the identities of individual participants were not recorded, and no codes were used that could link private information to subjects. Research information was stored securely on a password-protected computer.

Text messages for recruitment along with reminder messages were sent out directly from the union to 11,481 union members over the course of approximately one month from April to May 2022. Of those who were sent text messages, 4,923 union members opened the text message (43%). Of those who opened the text message, 957 union members clicked the link taking them to the online survey instrument on the Qualtrics website for a response rate of 19%.

Several participants did not advance beyond the electronic informed consent form ($n = 214$), however, and were not included in the final sample. Additionally, respondents who completed less than 75% of the survey and/or did not provide any data on an entire variable were excluded (Gaskin, 2022). To minimize bias associated with disengaged respondents, participants who answered all survey items with the same value or with a consistent response pattern were eliminated from the data set, following Gaskin's (2021a) methods for identifying potential sources of response bias. Missing data were replaced using the median imputation method only if less than 10% of the data was missing for a particular variable, following Gaskin's (2022) and Lynch's (2007) recommendations for handling missing Likert-type data. The final data set contained completed responses from 510 participants ($n = 510$).

For descriptive purposes, participants provided demographic information regarding their gender, age, ethnicity, marital status, income, job tenure, and industry (see Appendix A). The sample's mean age fell within the range of 45 to 54 years old ($SD = 1.23$), with 56 percent of the participants identifying as female (38 percent male). Approximately half of the sample indicated that they were married (55%) and almost one-third were single (30%). Most participants had been working for their current company for 11 years or more (52%) and estimated their monthly income to be \$2500USD or less (57%). Participants worked within the healthcare (16%), hospitality (58%), and food service (22%) industries. Finally, 62% of the sample was Asian, followed by 13% identifying as Hawaiian/Other Pacific Islander, 9% as White/Caucasian, 2% as Black/African American, and less than 1% as American Indian/Alaska Native.

Measures

The COVID-19 pandemic has created an unprecedented context for researchers to examine a variety of phenomena. At the same time, given the newness and everchanging nature of this pandemic, researchers are only beginning to publish their work in this area. As a result, previously validated measures that are relevant to the COVID-19 context are lacking. With the exception of Wright's (2004) general work motivation scale ($\alpha = 0.71$), the absence of previously validated scales led to the necessity to develop a novel survey instrument consisting of questions that would be more representative of the constructs of interest in this study. Efforts were made to seek out previously validated measures that could be adapted, including scales from research conducted during other disaster events (e.g., hurricanes, the Great Recession of 2007-2009, the SARS outbreak of 2002-2004, etc.), but none were determined to be relevant or acceptable for adaptation to the COVID-19 context without compromising the psychometric integrity of the scales themselves (Aguinis & Vandenberg, 2014). Adapting the scales would require excessive modifications to the content of the survey items, posing significant threats to the scale's previously cited reliability and validity (Heggstad et al., 2019).

Given these challenges, survey items were developed based on theory and previous empirical research findings in order to capture the context of the COVID-19 pandemic (see Appendix B). Survey items were constructed using the BRUSO model (Peterson, 2000), which minimizes unintended context effects and maximizes the reliability and validity of participants' responses. Items were developed to be brief, relevant, unambiguous, specific, and objective. All items were designed to be easily comprehended and to not require an advanced level of reading ability (Sheatsley, 2013). Efforts were also made to minimize potential sources of bias, such as

social desirability, by reminding participants throughout the survey that their responses were anonymous and confidential (Chung & Monroe, 2003), that only aggregate level data would be shared with the union, and that there were no “right” or “wrong” answers (Randall & Gibson, 1990).

A pre-test was administered to a smaller subset ($n = 95$) of the larger subject sample of union members as part of the scale validation process, prior to the administration of the final survey instrument (Sheatsley, 2013). The pre-test revealed no major problems related to the duration, content, structure, or flow of the survey instrument, and all scales showed good reliability ($\alpha = .89$ or above). Measures of pandemic-related internal and external CSR, basic and non-basic needs fulfillment, and worker motivation during the coronavirus pandemic are described below.

Pandemic-Related Internal CSR. Perceptions of pandemic-related internal CSR were assessed from responses to 7 items of which 4 were retained for analysis ($\alpha = .92$). Items measured the degree to which respondents felt that their company had made efforts to carry out pandemic-related internal CSR initiatives during the COVID-19 disaster. Sample items include “*During the COVID-19 pandemic, to what degree did you feel that your company made an effort to participate in practices that would help you keep your job (for example: offered you the option to take pay reductions, reduce your work hours, or go on temporary leave instead of being permanently fired?)*” and “*During the COVID-19 pandemic, to what degree did you feel that your company made an effort to participate in practices that demonstrated a willingness to make COVID-19-related accommodations for you (for example: offered remote work when available, showed flexibility with your scheduling requests related to self/family/childcare, etc.)?*”. All

items were scored on a six-point semantic differential scale ranging from (0) = No Effort At All to (5) = A Very Strong Effort. Response anchors with equal intervals were chosen based on recommendations by Casper et al. (2020). Lower scores indicate that a worker felt that their company had made less of an effort to implement pandemic-related internal CSR initiatives in response to the COVID-19 pandemic, while higher scores indicate that a worker felt that their company had made more of an effort to implement pandemic-related internal CSR initiatives in response to the COVID-19 pandemic.

Pandemic-Related External CSR. Perceptions of pandemic-related external CSR were evaluated from responses to 7 items of which 3 were retained for analysis ($\alpha = .93$). Items were geared towards assessing the degree to which respondents felt that their company had made efforts to execute pandemic-related external CSR initiatives during the COVID-19 pandemic. Sample items include “*During the COVID-19 pandemic, to what degree did you feel that your company made an effort to promote policies that help to improve the natural environment (for example: supported water conservation, recycling, or other sustainability initiatives, etc.)?*” and “*During the COVID-19 pandemic, to what degree did you feel that your company made an effort to promote programs that encourage you to volunteer to help others in the community?*”. All items were scored on a six-point semantic differential scale ranging from (0) = No Effort At All to (5) = A Very Strong Effort. Response anchors with equal intervals were chosen based on recommendations by Casper et al. (2020). Lower scores indicate that a worker felt that their company had made less of an effort to implement pandemic-related external CSR initiatives in response to the COVID-19 pandemic, while higher scores indicate that a worker felt that their

company had made more of an effort to implement pandemic-related external CSR initiatives in response to the COVID-19 pandemic.

It is important to note that both pandemic-related internal and external CSR were measured based on employee perceptions of these two constructs since organizational behavior theory suggests that employee perceptions of events or activities tend to influence employee attitudes and behaviors more than the actual events themselves (Ajzen, 1991; Choi & Yu, 2014; Glavas, 2016; Rupp & Mallory, 2015). In this sense, rather than measuring the exact number of pandemic-related CSR initiatives, this study assessed employee perceptions of the amount of effort that companies made in the area of pandemic-related CSR during the COVID-19 public health crisis, since affective perceptions (i.e., feelings) have been shown to be more predictive of employee attitudes and behaviors, including worker motivation (Ferris et al., 2002; Fishbein & Ajzen, 1975; Hansen et al., 2011).

Basic Needs Fulfillment. Perceptions of basic needs fulfillment were assessed from responses to 6 items of which 3 were retained for analysis ($\alpha = .97$). Items attempted to measure the degree to which respondents felt that their company had been helpful in addressing their basic needs (i.e., food, physical safety, financial security, etc.) during the COVID-19 pandemic. Sample items include “*During the COVID-19 pandemic, to what degree did you feel that being an employee of your company has helped you to be able to buy enough food for yourself?*” and “*During the COVID-19 pandemic, to what degree did you feel that being an employee of your company has helped you to be able to pay your housing bills (for example: rent/mortgage, electricity, etc.)?*”. All items were scored on a six-point semantic differential scale ranging from (0) = No Help At All to (5) = A Great Deal of Help. Response anchors with equal intervals were

chosen based on recommendations by Casper et al. (2020). Lower scores indicate that a worker felt that their company had been less helpful in addressing their basic needs, while higher scores indicate that a worker felt that their company had been more helpful in addressing their basic needs during the COVID-19 pandemic.

Non-Basic Needs Fulfillment. Perceptions of non-basic needs fulfillment were evaluated based on 6 items of which 3 were retained for analysis ($\alpha = .95$). Items assessed the degree to which respondents felt that their company had been helpful in addressing their non-basic needs (i.e., belongingness and connectedness to others, esteem, self-actualization) during the COVID-19 pandemic. Sample items include “*During the COVID-19 pandemic, to what degree did you feel that being an employee of your company has helped you to feel respected by others?*” and “*During the COVID-19 pandemic, to what degree did you feel that being an employee of your company has helped you to fulfill your need for meaningfulness in your life?*”. All items were scored on a six-point semantic differential scale ranging from (0) = No Help At All to (5) = A Great Deal of Help. Response anchors with equal intervals were chosen based on recommendations by Casper et al. (2020). Lower scores indicate that a worker felt that their company had been less helpful in addressing their non-basic needs, while higher scores indicate that a worker felt that their company had been more helpful in addressing their non-basic needs during the COVID-19 pandemic.

Worker Motivation. Self-reported perceptions of worker motivation were assessed from responses to 7 items of which 3 were retained for analysis ($\alpha = .80$). Items measured the degree to which respondents felt motivated at work during the COVID-19 pandemic. Five items were adapted from a previously validated scale of general work motivation ($\alpha = 0.71$) originally

developed by Patchen and colleagues (Patchen et al., 1965; Patchen, 1970), and later modified and validated by Baldwin (1984, 1987, 1990) and Wright (2004). Two additional items were added to more robustly operationalize worker motivation and to expand on Wright's (2004) scale. This also helped to ensure an adequate item pool size that was consistent with the number of items measuring each of the other constructs in this study. Sample items include "*During the COVID-19 pandemic, how often did you look forward to going to work to perform your job?*" and "*During the COVID-19 pandemic, how often did you feel enthusiastic about performing your job tasks even when you were not being supervised?*". All items were scored on a 6-point semantic differential scale with commonly accepted equal-interval response anchors (Casper et al., 2020), ranging from (0) = Never to (5) = Always. Lower scores indicate that a worker felt less motivated at work, while higher scores indicate that a worker felt more motivated at work during the COVID-19 pandemic.

Analysis

Although a number of statistical techniques exist for analyzing multiple variables and their interrelationships (e.g., Baron and Kenny, 1986; Judd & Kenny, 1981; MacKinnon et al., 2002; Wright, 1918, 1934), one of the more common frameworks that has gained prominence for analyzing multivariate data involving mediators is structural equation modeling (SEM). Since it incorporates several statistical techniques, including factor analysis, principal component analysis, regression, and path analysis (Karimi & Meyer, 2014), statisticians have often selected SEM as an analysis of choice for answering research questions involving multiple constructs and their mediators (Sardeshmukh & Vandenberg, 2017). In this study, SEM was chosen because the method allows for multiple variables to be tested simultaneously in a more complex model

that accounts for measurement error, without the risk of excluding the effects of other variables of interest, which has been a common problem associated with conducting independent path analyses to test for mediation effects (Ryu & Cheong, 2017; Zhao et al., 2010). SEM also enables integration of statistical analysis with theory-based specifications (Hayduk et al., 2007). As Alden (2014) notes, in the absence of strong theory and attention to validation detail, dubious conclusions can be drawn from SEM. To address this issue, the measurement and structural models developed for this study were grounded in previous research and theory.

Data analysis using the SPSS and SPSS AMOS statistical software programs was carried out in four main steps. First, a measurement model grounded in past research with adaptations to specific items to better match the unique study context was validated through confirmatory factor analysis (CFA). This important first step increased confidence that the latent variables appropriately predicted respondents' scores on each variable's corresponding survey items and is common practice for testing reflective measurement models (Zhang et al., 2021). Second, a theory-based structural model was specified and validated in order to test the hypotheses proposed in this investigation. Third, following recommendations by Zhao et al. (2010), mediation analyses with bootstrapping were conducted to determine the type of mediation present in both mediation pathways in the theory-based model (e.g., competitive, complementary, indirect-only, direct-only, or no-effect mediation). Finally, the user-defined estimand function in SPSS AMOS was utilized to test for significant differences between the total effects within the structural model.

Measurement Model Validation and Common Method Bias Assessment

As recommended by Matsunaga (2010), in refining the measurement model of this study, survey items were evaluated for removal (i.e., item-reduction) based on face validity, redundancy, and problematic factor and cross-loadings, which resulted in the retention of three to four items per latent factor. The items with the highest factor loadings based on confirmatory factor analysis (CFA) were retained, which on average, resulted in a 0.02 reduction in the Cronbach's alpha levels associated with each latent construct. Results of principal component analysis (PCA) with Promax rotation revealed that the total variance explained by each of the reduced item scales increased on average by 6.8% and the total variance explained by all five factors increased by 9.5% (from 76.4% in the initial measurement model to 85.9% in the final measurement model). The average variance extracted (AVE) improved slightly with the reduced item scales, and a marked improvement was noted in the measurement model fit (see Appendix C).

This theory-based 5-factor measurement model was tested using CFA, and exhibited a strong fit as indicated by multiple fit indices ($\chi^2/df = 2.32$; comparative fit index [CFI] = 0.99; Tucker-Lewis index [TLI] = 0.98; root mean square error of approximation [RMSEA] = 0.051; root mean squared residual [SRMR] = 0.032) (Hu & Bentler, 1999). The chi-square fit statistic was significant ($\chi^2[90] = 208, p < 0.001$), but acceptable considering the well-documented inflation challenges associated with having a larger sample size and greater model complexity (Hu & Bentler, 1999). Reliability and validity tests were conducted in order to further validate the measurement model proposed in this study (see Table 1). As recommended, the average variance extracted (AVE) was greater than the maximum shared squared variance (MSV), and

the square root of AVE was greater than the inter-construct correlations, demonstrating discriminant validity and indicating that constructs shared more variance with their indicators than with each other (Hair et al., 2021; Henseler et al., 2015). All composite reliability (CR) and average variance extracted (AVE) minimums were close to or above 0.7, demonstrating acceptable reliability within each factor and providing evidence of convergent validity (Fornell & Larcker, 1981). The AVE for worker motivation was less than 0.7, but above the 0.5 acceptable threshold (Lam, 2012).

Table 1. Model Validity Measures^a

	\bar{X}^b	SD	CR	AVE	MSV	1	2	3	4	5
1. Worker motivation	3.18	1.40	0.815	0.603	0.336	0.777				
2. Pandemic-related internal CSR	2.41	1.57	0.913	0.724	0.701	0.493	0.851			
3. Pandemic-related external CSR	1.99	1.56	0.910	0.772	0.701	0.417	0.837	0.879		
4. Non-basic needs fulfillment	2.27	1.60	0.950	0.862	0.646	0.580	0.804	0.774	0.929	
5. Basic needs fulfillment	2.25	1.70	0.967	0.908	0.646	0.414	0.750	0.632	0.804	0.953

\bar{X} , mean; SD, standard deviation; AVE, average variance extracted; CR, composite reliability; MSV, maximum shared variance.

^aFigures in bold: square root of AVE.

^bMeasured on a scale from 0 to 5.

Since this study employed a cross-sectional research design and collected self-report data from participants on all variables within the same questionnaire, there was a potential for common method bias (Podsakoff et al., 2003). Procedurally, steps were taken to minimize this phenomenon by protecting respondent anonymity, reducing evaluation apprehension, and carefully constructing scale items to reduce vagueness and ambiguity by providing examples and avoiding double-barreled questions (Tourangeau et al., 2000). Psychological separation strategies were also used to help create mental distance between the predictor and criterion variables (Podsakoff et al., 2003). This was accomplished by formatting the online survey in a

way that would prevent participants from being exposed to all questions related to a particular variable at one time, as well as interspersing survey instructions and reminder messages throughout the survey that were geared towards reducing social desirability bias.

Having conducted the study, the existence of common method bias was statistically investigated using the single unmeasured common latent factor method suggested by Podsakoff et al. (2003) and others (Gaskin, 2021b). The proportion of variance explained by the common latent factor (18%) was less than the standard threshold for common method bias of 25%, suggesting that although in existence, common method bias appeared unlikely to substantially influence the results of this study (Fuller et al., 2016; Podsakoff et al., 2003). A test of equal specific bias demonstrated an evenly distributed amount of bias ($\Delta\chi^2[1] = 3.51, p = 0.061$) across all paths in the model (Simmering et al., 2015).

CHAPTER 7. RESULTS

Structural Model Validation

A structural model was specified and tested for its goodness of fit with the data using several model fit statistics. Although the chi-square for the overall structural model was significant ($\chi^2[93] = 390, p < 0.001$), other fit indices suggested that the model fit was acceptable ($\chi^2/df = 4.19$; comparative fit index [CFI] = 0.97; Tucker-Lewis index [TLI] = 0.96; root mean square error of approximation [RMSEA] = 0.079; root mean squared residual [SRMR] = 0.068) (Hu & Bentler, 1999; Schermelleh-Engle et al., 2003; Weston & Gore, 2006). Having established acceptable convergent, discriminant, and face validity and minimal common method bias, the hypothesized relationships were tested for statistical significance.

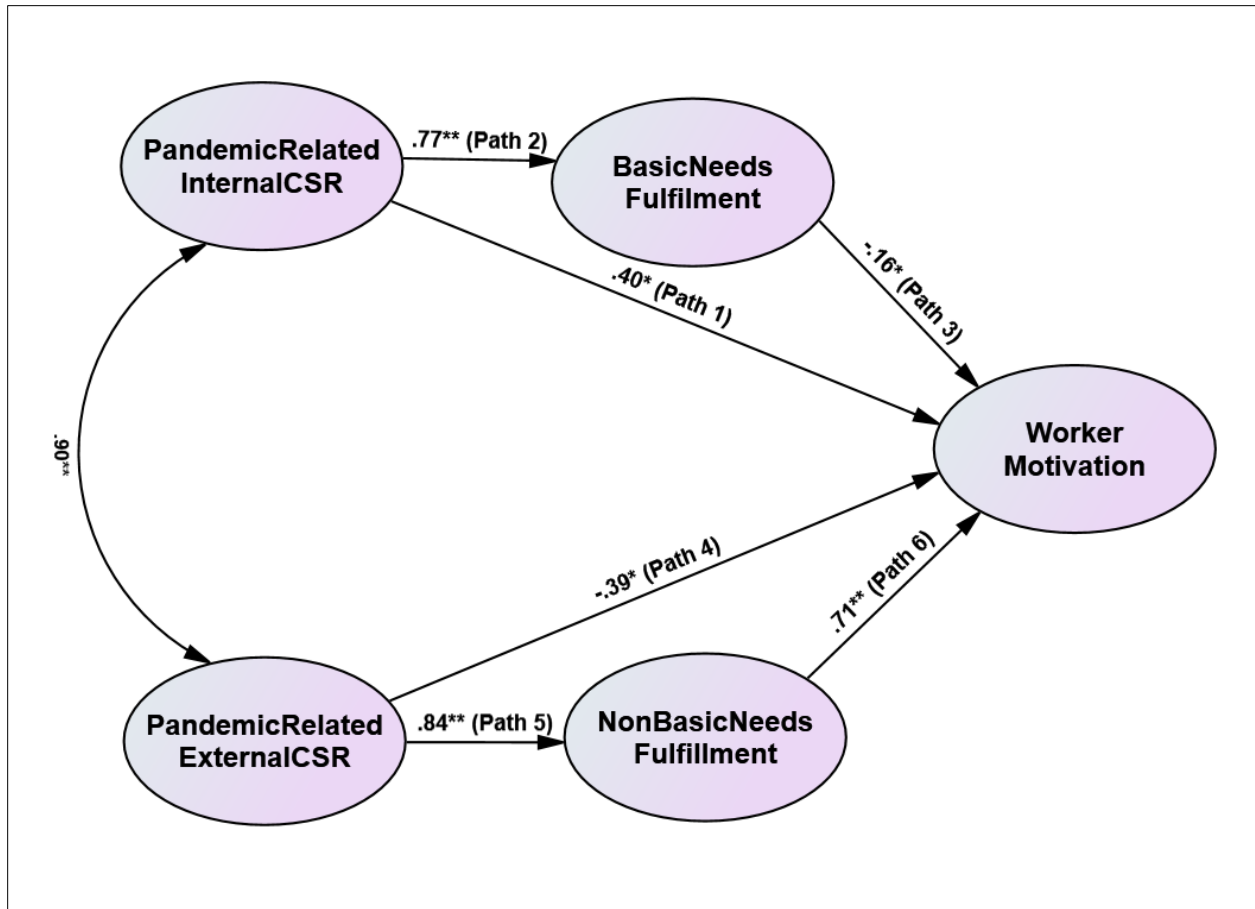


Figure 3. SEM results with standardized coefficients.
 * $p < .05$. ** $p < .01$.

Structural Path Analysis

A graphical depiction of the paths in the structural model with their coefficients is provided in Figure 3. Results of the SEM and mediation analyses are summarized in Table 2. When examining the structural model, the squared multiple correlation (analogous to R^2 in multiple regression) (Byrne, 2016) for the joint effect of all antecedents and mediators on worker motivation was 0.38, indicating that taken together, these latent constructs explain 38% of the variance in worker motivation. In support of Hypothesis 1a, the direct positive relationship between pandemic-related internal CSR and worker motivation was statistically significant (β_{Path}

$b_{Path 1} = 0.396, p = .021$), demonstrating that workers who felt that their company had made more (*less*) of an effort in the area of pandemic-related internal CSR were more (*less*) motivated at work.

Hypothesis 1b, which predicted a direct positive relationship between pandemic-related external CSR and worker motivation, was not supported. In fact, counterevidence was found that pandemic-related external CSR was significantly negatively related to worker motivation ($\beta_{Path 4} = -0.392, p = .022$), indicating that workers who felt that their company had made more (*less*) of an effort in the area of pandemic-related external CSR were actually less (*more*) motivated at work.

In support of Hypothesis 2a, basic needs fulfillment was found to significantly mediate the positive relationship between pandemic-related internal CSR and worker motivation ($p = 0.035$). Specifically, bootstrap analysis with 2000 trials revealed a negative and significant mean indirect effect ($b_{Path 2} \times b_{Path 3} = -.124$) with a 95% confidence interval excluding zero (-.251 to -.012). In the first step of the indirect path, a unit increase in pandemic-related internal CSR increases basic needs fulfillment by $b_{Path 2} = .903$ units, when holding the relationship between basic needs fulfillment and worker motivation constant. Looking at the second step in the indirect path, since $b_{Path 3} = -.138$, a unit increase in basic needs fulfillment reduces worker motivation by .138 units on a 0 to 5 scale, when holding the relationship between pandemic-related internal CSR and basic needs fulfillment constant. The direct effect $b_{Path 1}$ (.399) was also significant ($p = .019$); holding constant basic needs fulfillment, a unit increase in pandemic-related internal CSR increases worker motivation by .399, perhaps reflecting basic needs

fulfillment effects (see Table 3). Since $b_{\text{Path 1}} \times b_{\text{Path 2}} \times b_{\text{Path 3}}$ (-.0497) is negative, competitive mediation exists (Zhao et al., 2010).

Support was also found for Hypothesis 2b that non-basic needs fulfillment is a significant mediator helping to explain the relationship between pandemic-related external CSR and worker motivation. Specifically, bootstrap analysis with 2000 trials unveiled a positive and significant mean indirect effect ($b_{\text{Path 5}} \times b_{\text{Path 6}} = .626$) with a 95% confidence interval excluding zero (.440 to .903). In the first step of the indirect path, a unit increase in pandemic-related external CSR increases non-basic needs fulfillment by $b_{\text{Path 5}} = .952$ units, when holding the relationship between non-basic needs fulfillment and worker motivation constant. Examining the second step in the indirect path, since $b_{\text{Path 6}} = .657$, a unit increase in non-basic needs fulfillment increases worker motivation by .657 units on a 0 to 5 scale, when holding the relationship between pandemic-related external CSR and non-basic needs fulfillment constant. The direct effect $b_{\text{Path 4}}$ (-.408) was also significant ($p = .020$); holding constant non-basic needs fulfillment, a unit increase in pandemic-related external CSR reduces worker motivation by .408, perhaps reflecting non-basic needs fulfillment effects (see Table 3). Since $b_{\text{Path 4}} \times b_{\text{Path 5}} \times b_{\text{Path 6}}$ (-.255) is negative, competitive mediation was discovered (Zhao et al., 2010). Although the direct relationship between pandemic-related external CSR and worker motivation was negative, Hypothesis 2b was supported since non-basic needs fulfillment was shown to be a significant mediator.

Finally, support was not found for Hypothesis 3 since pandemic-related internal CSR was not a significantly stronger predictor of worker motivation than pandemic-related external CSR ($p = .914$). Thus, although both types of pandemic-related CSR were significantly related to

worker motivation as demonstrated previously in the results of Hypotheses 1a and 1b, bootstrap analysis with 2000 trials and a 95% confidence interval containing zero showed that the total effects that pandemic-related internal and external CSR each had on worker motivation were not significantly different (estimate = .057; CI = [-.584 to .749]; see Table 3).

Table 2. Structural Path Coefficients.

	Unstandardized	Standardized	Confidence Interval (CI) ^a	
			LL	UL
Path 1: Pandemic-related internal CSR to worker motivation	0.399*	0.396*	0.070	0.738
Path 2: Pandemic-related internal CSR to basic needs fulfillment	0.903**	0.766**	0.703	0.823
Path 3: Basic needs fulfillment to worker motivation	-0.138*	-0.161*	-0.304	-0.014
Path 4: Pandemic-related external CSR to worker motivation	-0.408*	-0.392*	-0.842	-0.057
Path 5: Pandemic-related external CSR to non-basic needs fulfillment	0.952**	0.844**	0.783	0.897
Path 6: Non-basic needs fulfillment to worker motivation	0.657**	0.713**	0.512	0.931
Mediation Analysis (Indirect effect)				
Pandemic-related internal CSR to basic needs fulfillment to worker motivation	-0.124*	-0.123*	-0.251	-0.012
Pandemic-related external CSR to non-basic needs fulfillment to worker motivation	0.626**	0.602**	0.440	0.903

^aBias-corrected 95% confidence intervals with bootstrapping (2000 trials), unstandardized estimates.

* $p < 0.05$. ** $p < 0.01$.

Table 3. Total, indirect, and direct effects^a

	Total Effect	Total Indirect Effect	Direct Effect
Pandemic-related internal CSR to worker motivation	0.275 (ns)	-0.124*	0.399*
Pandemic-related external CSR to worker motivation	0.218 (ns)	0.626**	-0.408*
Difference in Total Effects			
Difference	0.057		
p-value	0.914 (ns)		
Confidence interval^b	-0.584 to 0.749		

ns, non-significant.

^aUnstandardized estimates.

^bBias-corrected 95% confidence intervals with bootstrapping (2000 trials), unstandardized estimates.

* $p < 0.05$. ** $p < 0.01$.

CHAPTER 8. DISCUSSION

This investigation centers around the examination of how employee perceptions of company efforts in the area of corporate social responsibility can significantly impact their motivation to work in times of disaster, such as the COVID-19 pandemic. Overall, the results of this study indicate that pandemic-related CSR initiatives are significantly related to worker motivation in various ways.

First, this investigation was supportive of Hypothesis 1a showing a direct significant positive relationship between pandemic-related internal CSR and worker motivation. This result supports the idea that employees may have felt more motivated to work because they perceived that their companies were implementing initiatives that were designed to take care of them personally through pandemic-related internal CSR efforts.

Second, contrary to what was predicted, Hypothesis 1b was not supported since the direct relationship between pandemic-related external CSR and worker motivation was found to be significant, but negative, suggesting that even though workers may have perceived that their companies were making an effort to help the community and the environment (i.e., pandemic-related external CSR), they felt less motivated to work. This may potentially imply that workers felt minimized and deprioritized, which could have detracted from their desire to work harder. Some of them may have felt that their companies should have been more attentive to their needs instead of the needs of external stakeholders. Thus, the findings of Hypotheses 1a and 1b suggest that the type of pandemic-related CSR efforts (i.e., internal or external) appear to have a different relationship with worker motivation.

Third, this investigation also showed that there are two mediation pathways to consider when looking at the relationships between the two types of pandemic-related CSR and worker motivation. The two mediators of interest in this study were classified as basic and non-basic needs fulfillment. Hypothesis 2a was supported in that basic needs fulfillment mediated the relationship between pandemic-related internal CSR and worker motivation. Looking at the indirect path, a significant positive relationship was found between pandemic-related internal CSR and basic needs fulfillment, while a significant negative relationship was observed between basic needs fulfillment and worker motivation, making the total indirect effect negative. Interestingly, however, the positive direct relationship between pandemic-related internal CSR and worker motivation indicates competitive mediation (Hair et al., 2021; Zhao et al., 2010). It can be conjectured that workers may have generally had an appreciation for their companies' pandemic-related internal CSR efforts, which had a positive impact on their motivation at work. Some employees, however, may have been particularly concerned about fulfilling their basic needs during the COVID-19 pandemic. For these individuals, their companies' efforts to address their basic needs may not have been sufficient and the more they were concerned about their basic needs fulfillment, the less motivation they felt at work.

As a fourth point of discussion, in examining Hypothesis 2b, support was obtained for non-basic needs fulfillment being a mediator of the relationship between pandemic-related external CSR and worker motivation, although the direction of this direct relationship was negative, and not positive as predicted. The total indirect effect, however, was positive considering that a significant positive relationship was observed between pandemic-related external CSR and non-basic needs fulfillment, and also between non-basic needs fulfillment and

worker motivation. Notably, the direct and indirect effects of pandemic-related external CSR on worker motivation were in opposite directions, providing evidence of competitive mediation (Hair et al., 2021; Zhao et al., 2010). A plausible explanation for the positive indirect effect discovered in the mediation pathway could be that when perceiving their companies' pandemic-related external CSR efforts, employees may have interpreted these initiatives as a way that they could feel good about themselves by helping others in the community or enhancing the natural environment. This activation of workers feeling that their companies were helping them to address their non-basic needs (e.g., increased self-esteem, respect, meaningfulness, etc.) may help to explain why they reported feeling more motivated to work. In this sense, although a large segment of workers may have felt neglected by their companies (as indicated by the direct negative effect found between pandemic-related external CSR and worker motivation), the dominant sentiment amongst workers appears to have been that these pandemic-related external CSR initiatives stimulated a sense of collective altruism and a feeling of improved self-esteem and meaningfulness as a result of being a member of company that was implementing socially responsible initiatives geared towards helping the community and environment. This line of reasoning is conceptually consistent with the interpretation that non-basic needs fulfillment acts a competitive mediator.

Finally, Hypothesis 3, examining whether pandemic-related internal CSR is a stronger predictor of worker motivation than pandemic-related external CSR, was not confirmed. Although the direct paths involving both types of pandemic-related CSR were found to be significantly related to worker motivation, there was no significant difference between these two variables when comparing their total effects on worker motivation. Statistically, this was not

surprising considering that when competitive mediation is present, the direct and indirect paths bear opposite signs and their effects tend to offset each other, which may serve to minimize the total effects of those relationships. Thus, when comparing the relative strengths of two total effects that involve competitive mediation, the difference between them will also be suppressed, which may lead to non-significance (Agler & De Boeck, 2017).

One potential explanation for this finding, however, is that workers may have felt that their companies' pandemic-related external CSR initiatives resembled internal CSR efforts. In this sense, although directed towards the community and environment, pandemic-related external CSR actions may have indirectly contributed to taking care of employees' personal safety needs, especially during the COVID-19 crisis. Employees may have viewed themselves not only as members of their organizations, but also as a part of the community and in this way, felt that they were indirectly benefitting from these pandemic-related external CSR initiatives. In essence, the results of this study shed light on some of the complexities involved in understanding how pandemic-related internal and external CSR efforts are associated with worker motivation.

Theoretical Implications

Several theories were used in this investigation to examine the relationship between pandemic-related CSR and worker motivation. The theoretical underpinnings of this study incorporated Maslow's theory of motivation, social identity theory, and social exchange theory. Each of these theoretical perspectives appeared to play an important role in the overall synthesis of the results of this study and seem to uniquely contribute to examining the association between different types of pandemic-related CSR (i.e., internal and external) and worker motivation during the COVID-19 pandemic.

From the standpoint of Maslow, the significant positive relationship that was found between pandemic-related internal CSR and worker motivation may generally have been reflective of employees feeling more motivated to work because of their perception that their companies were making an effort to help them to survive the pandemic. It can potentially be implied from social exchange theory that this spirit of reciprocity led to an overall increase in worker motivation. From Maslow's perspective, however, the negative relationship between basic needs fulfillment as a mediator and worker motivation suggests that, although employees may have felt motivated by their companies' pandemic-related internal CSR initiatives, they did not feel that their basic needs were adequately addressed. This, in turn, may have detracted from their overall desire to give back to their companies by working harder.

Interestingly, the significant negative relationship between pandemic-related external CSR and worker motivation may also have theoretical implications. In line with Maslow, it is plausible that a large segment of workers perceived that their organizations were engaged in more efforts to take care of external stakeholders at the expense of their own needs during the pandemic, leading them to feel neglected and less motivated to work. Additionally, from a social exchange perspective, this may imply that these workers may not have felt a need to reciprocate since they perceived that their companies were spending too much time attending to the interests of the community and environment and not enough time on them, which was demonstrated with a decrease in their motivation at work.

The substantial positive total indirect effect involving non-basic needs fulfillment as a mediator can also be explained by Maslow's theory and social exchange theory, along with contributions from social identity theory. In this light, it appears that the dominant viewpoint

amongst workers may have been that their non-basic needs were also important in helping them to feel better during the pandemic. These feelings of enrichment ultimately were expressed through increases in their motivation at work. In this way, many employees may have socially identified with their companies that were giving back to the community and enhancing the environment during this crisis, which may have been motivating for them to work harder as a reciprocation for their companies' role in helping them to fulfill their non-basic needs.

In essence, these theoretical explanations appear to be consistent with previous scholars' interpretations of competitive mediation, which involves explaining the effects of one pathway (e.g., the direct effect) while holding the effects of the other (e.g., the indirect effect) constant (Zhao et al., 2010). This is often accomplished by interpreting the indirect and direct effects as though they are the viewpoints of two different groups of people with potentially conflicting perceptions (Bullock et al., 2010; Woody, 2011). The two groups' perspectives are an embodiment of competitive mediation.

Maslow's theory of motivation also formed the basis for the prediction that pandemic-related internal CSR would be a significantly stronger predictor of worker motivation compared to pandemic-related external CSR. This reasoning was rooted in the idea that during a pandemic, workers would be more concerned about their basic survival needs than their higher-level non-basic needs. As a result, it was thought that employees would be more motivated to work for companies that were implementing pandemic-related internal CSR initiatives that helped to address their basic needs, as opposed to pandemic-related external CSR efforts that attended more to their non-basic needs. However, while both pandemic-related internal and external CSR were significantly associated with worker motivation, neither type of pandemic-related CSR was

significantly stronger in terms of predicting changes in worker motivation. This may have been due to the variation amongst employees regarding where they placed themselves within Maslow's hierarchy of needs. In this sense, it may be possible that while some workers found themselves particularly concerned about their survival needs during the pandemic, others felt that they had enough resources to weather this crisis and were interested more in seeking ways to fulfill their non-basic needs, such as identifying with their companies' efforts to combat COVID-19 in the community.

In essence, the theories incorporated in this investigation provide a foundation for examining the complexities of the relationships between pandemic-related internal and external CSR and worker motivation. Future research may explore how other theoretical perspectives can also contribute to the understanding of this area.

Managerial Implications

The results of this study shed light on the fact that understanding pandemic-related CSR and worker motivation during a disaster, such as the COVID-19 crisis, is very challenging from a managerial perspective. This study showed that both direct pathways between pandemic-related internal and external CSR and worker motivation were significant. Specifically, the results confirmed that pandemic-related internal CSR initiatives were related to higher levels of worker motivation and thus, it may be very helpful for managers to implement these types of actions in order to increase worker motivation during and after the COVID-19 pandemic has subsided.

Interestingly, however, not all CSR efforts may be viewed in a positive light by employees and this may potentially compromise the intended benefit of these initiatives. This was evidenced in this study's unanticipated finding that pandemic-related external CSR

initiatives were directly associated with a decline in worker motivation. From a managerial perspective, this may imply that it may be helpful for managers to assess how their employees are reacting to their companies' external CSR initiatives to mitigate the potential for employees developing negative perceptions of their companies, which may impede their motivation at work. This reasoning is consistent with findings from previous research showing that employees can be susceptible to adopting cynical attitudes towards their companies when they perceive external CSR efforts as ingenuine (Alhouthi et al., 2016; Ji & Jan, 2019; McShane & Cunningham, 2012). In order to combat this pitfall, it may be advantageous for managers to clarify employees' potential negative misconceptions about their company's intentions so that they will be more likely to see their organization's external CSR efforts in a positive light. As an example, managers can positively frame external CSR programs in ways that show employees how they can directly benefit from these initiatives (e.g., sponsoring YMCA after school athletic programs that extend supervision to children whose parents have to work).

As another point, basic and non-basic needs fulfillment were found to be competitive mediators when examining the relationships between pandemic-related internal and external CSR and worker motivation, respectively. Potential explanations for this finding revolve around the notion that workers may often have different interpretations of needs fulfillment and differing viewpoints about how pandemic-related internal and external CSR initiatives help to address their needs. One can conjecture that it would be prudent for managers to evaluate how their employees are feeling about their inherent ability to fulfill their needs (basic and non-basic) and how their employees are reacting to specific CSR initiatives (internal and external) when they are implemented.

Furthermore, given the finding that non-basic needs fulfillment, as a competitive mediator, appeared to help suppress the negative direct relationship between pandemic-related external CSR and worker motivation, it may be wise for managers to consider using priming techniques geared towards activating this mediating mechanism. For example, employees could be given more information (e.g., verbally, through employee newsletters, emails, etc.) about the benefits of external CSR (e.g., humanitarian aid, altruism towards the community, creating a better world, etc.) in order to increase the likelihood that they would identify more positively with their companies, which may lead to an increase in their motivation to work. Previous research has suggested that internal marketing efforts, such as these, may be important interventional tools to help employees form more positive perceptions of external CSR initiatives (Kim et al., 2016).

Finally, although this investigation did not find that pandemic-related internal versus external CSR is relatively more effective in terms of improving worker motivation, businesses may benefit from conducting their own in-house research to uncover what types of CSR initiatives are most highly valued by their particular employees. This information may be particularly valuable during times of crisis when company resources tend to be strained and managers may be faced with determining which CSR efforts to prioritize.

Limitations and Future Research

As in the majority of studies, this investigation has limitations that can potentially affect the validity and generalizability of the results. Since this study represents a pioneering effort to synthesize the areas of CSR and worker motivation in the context of a pandemic, the findings are limited due to a lack of replication. If similar results are found by repeating this investigation

during a future pandemic or other disaster, further validation of this study's findings can be achieved. As a cautionary note, given CSR's adaptive nature (Dahlsrud, 2008; van Marrewijk, 2003), researchers will need to modify their measures of internal and external CSR (pandemic-related or otherwise) to fit the context of the future pandemic or disaster condition that they will be investigating.

Considering that this study is cross-sectional and correlational in design, it is difficult to infer causality. Although strong theory increases confidence in the internal validity of the study's findings, future research should employ longitudinal designs that can strengthen conclusions that the identified relationships are not due to spurious correlations but rather, causal. Additional support for causal inferences may be obtained if field experiments were conducted during future disasters.

Regarding subject selection, the data is limited to employees working in the healthcare, hospitality, and food service industries. It would be very interesting to investigate if the results of this study would be similar when examining subjects from other industries (e.g., agriculture, telecommunications, finance, etc.). Access to data, however, can be challenging considering that workers in certain industries are sometimes not part of a union and many companies are not as open to receiving feedback from their employees.

Looking at sample size, despite the large population of healthcare, hospitality, and food service employees from which the sample for this study was drawn, it is not fully representative of workers in these industries worldwide. Thus, to increase generalizability, there is a need for future research investigating the relationships identified in this study using samples of other workers in the same industries from different parts of the world.

In addition, study results based on self-report survey data often face pitfalls, such as false responses and social desirability bias (Podsakoff et al., 2003). Considering that data from this research was collected from members of a union, it is conceivable that subjects were more likely to respond to survey questions truthfully since they may have perceived a lower risk of repercussions for reporting potentially less than favorable opinions of their companies. Nonetheless, it would be interesting to see in future studies if similar findings would be generated using other data collection techniques, such as in-depth interviewing.

This study was limited to investigating two mediators (i.e., basic and non-basic needs fulfillment) as part of a larger model of pandemic-related internal/external CSR and worker motivation. It would be interesting for future research to explore whether there are additional mediators that may also help to explain these relationships. Given the context-specific nature of CSR (Dahlsrud, 2008), it may be important to select potential mediators that are theory-based and appear to be relevant to the context under investigation in the future.

As another limitation, the focus of this investigation did not examine potential moderators, such as individual differences within the sample. Future research may explore how various personality characteristics (e.g., state-trait anxiety as a moderator) influence the directions and strengths of the relationships under investigation in this study. As an example, under disaster conditions, individuals with inherently higher levels of anxiety may view pandemic-related CSR efforts very differently than those who characteristically tend to be less anxious.

Finally, considering cultural bias as a limitation, studies such as this often include participants from varied ethnic backgrounds, which sometimes has an effect on their level of

self-disclosure (Chen, 1995). Subjects from certain cultures may be more reluctant to answer questions candidly. As was the case in this study, researchers in the future may aim to address this pitfall by incorporating survey questions that are easy to understand and are non-threatening in nature (Peterson, 2000), while emphasizing the anonymity of participants' responses (Chung & Monroe, 2003; Podsakoff et al., 2003). In sum, multiple opportunities exist for additional academic research that expands on the results and improves on the limitations of this study.

CHAPTER 9. CONCLUSION

The COVID-19 pandemic has wreaked havoc throughout the business world. In the United States, many companies have not survived the numerous business restrictions imposed upon them by local governments. These restrictions took many forms, such as the limitation on patron capacity, rendering it extremely difficult for organizations to operate at maximum strength. Sharp decreases in revenue often led to massive layoffs and furloughs (Bilotta et al., 2020). Many companies that managed to survive continue to face impending collapse and have needed to remain adaptable as consumer spending habits have changed dramatically. The drastic alterations and unpredictability of supply chains have resulted in the inability of businesses to make important projections necessary for effective operational planning. Amidst these challenges, however, businesses have also had to contend with a multitude of issues pertaining to their employees. From the outset of the COVID-19 pandemic, many workers were launched into a milieu of fear and have been afraid to return to work (Barbour et al., 2021; Nguyen & Armoogum, 2021), even after the introduction of vaccines. A large number of employees who worked throughout the pandemic have remained fearful of the potential of losing their lives to the coronavirus (Blustein & Guarino, 2020). The contagiousness of COVID-19 and its variants has led to businesses being consistently short-handed due to employees being afraid of getting sick by going to work or staying home in quarantine having contracted the virus. Numerous companies have subsequently had to downsize their operations, which has limited their chances of sustaining a healthy profit and created a heightened sense of job insecurity for many of their workers (Abbas et al., 2021).

Within this context, businesses have been challenged to motivate their existing workers to be more productive in order to remain viable and competitive. This investigation provides a glimpse at information that may be valuable for companies to use in their efforts to keep their employees motivated within their jobs during times of great stress and trepidation. From a business perspective, having motivated employees would be extremely beneficial during a disaster since motivated workers would be more likely to not only perform better in their jobs, but also be more amenable to performing tasks outside of their job descriptions. Under catastrophic conditions, companies are often short-staffed and must primarily rely on employees that work harder than usual and are open to performing expanded job responsibilities and working longer hours. With the economic upheaval caused by the coronavirus pandemic, having motivated workers may be a prerequisite for companies to survive as they face the “new normal” of the future. Many organizations will no longer be able to afford to employ unmotivated workers who are simply trying to “just get by” in doing the least amount of work.

The results of this study suggest that pandemic-related CSR initiatives play an important role in affecting worker motivation in a time that has been viewed by many as being “apocalyptic” in nature (Blustein & Guarino, 2020). While several of the hypotheses in this investigation (*H1a*, *H2a*, *H2b*) were supported, a number of unanticipated findings emerged. First, although the results support basic needs fulfillment as mediating the positive relationship between pandemic-related internal CSR and worker motivation, the fact that it served to be a competitive mediator was unexpected. One can conjecture that the negative association discovered between basic needs fulfillment and worker motivation is the result of employees recognizing that their companies are making substantial efforts to try to help them address their

basic survival needs during the pandemic, but these perceived efforts may not have translated into actual needs fulfillment. This may potentially explain why workers felt less motivated to work as a means to fulfill their basic needs. Instead, they could have possibly been looking towards other sources of support outside of their employer that could better address their survival needs (e.g., governmental financial assistance programs, family networks, etc.).

Second, this investigation found that, in contrast to the predicted positive relationship, pandemic-related external CSR initiatives significantly predicted decreased levels of worker motivation. It is plausible that some workers felt that their companies were attending excessively to the welfare of the community and environment at the expense of their own well-being. These feelings of neglect and vulnerability may have been exacerbated by the intense amount of fear that was instilled in people by the media and governmental authorities about the coronavirus being a threat to their mortality, as well as impending economic collapse.

Third, the fact that non-basic needs fulfillment was also a competitive mediator when looking at the relationship between pandemic-related external CSR and worker motivation is also interesting. In this way, the positive total indirect effect appears to partially buffer the unanticipated negative direct path between pandemic-related external CSR and worker motivation. A potential explanation for this is that some employees may have felt proud to be affiliated with their organizations' humanitarian and pro-environmental efforts, which may have bolstered their motivation at work.

Finally, when comparing workers' perceptions of the type of pandemic-related CSR initiatives (internal vs. external), this study predicted that employees would be significantly more motivated to work if they felt that their companies had made more of an effort to institute

pandemic-related internal in comparison to external CSR actions. This rationale was based on the concept that in the context of disasters, such as the COVID-19 pandemic, workers would be interested in community welfare, but would be inherently much more likely to be concerned about their basic survival needs, which were thought to be addressed through pandemic-related internal CSR initiatives. However, differences between the total effects of these two types of pandemic-related CSR efforts on worker motivation were not significant. This may be due to the complexity of individual differences in how employees perceive and prioritize CSR efforts and assess their needs during pandemic situations. This would clearly be an area of great interest for future investigations.

Although limited to workers in the food service, hospitality, and healthcare industries in Hawai‘i, this is one of the few investigations on CSR and worker motivation during a disaster. Hopefully, the implications of this study will generalize and be of great significance to other industries by providing organizations with important information that may help them to stay alive and relevant throughout and after the pandemic has subsided.

Future research may assist companies to discover what types of pandemic-related internal and external CSR efforts would be most effective. Businesses would also need to determine what initiatives would be most appropriate for their particular employees in their labor force. As an example, from the perspective of pandemic-related internal CSR initiatives, some companies may find that many of their workers are not in favor of obtaining a COVID-19 vaccination. As a result, assisting them to find ways to obtain a vaccination might prove counterproductive and potentially damaging to motivation. Studies such as this contribute to businesses becoming more

aware of and sensitive to moral and ethical issues that may arise in developing ways to care for their employees and to keep them motivated.

In general, with the scarcity of research done in the area of CSR and worker motivation, this investigation serves to be a landmark in this area of study, which incorporates the theoretical underpinnings of Maslow's hierarchy of needs with corporate social responsibility. This investigation offers future researchers a foundational framework for further exploring what CSR initiatives businesses can use to increase worker motivation.

This study also presents potential ideas that companies can utilize to keep their employees motivated, which may be valuable in helping them to remain functional in a global economy that has been severely crippled by the COVID-19 crisis. Considering that many countries have not possessed the financial resources to acquire a sufficient amount of COVID-19 vaccines for their general population, their labor forces have been decimated and their overall productivity geometrically reduced. Companies in the United States that are largely dependent on foreign outsourcing are currently faced with the reality of needing to be more self-sufficient in order to survive (Bapuji et al., 2020).

This study provides valuable information regarding how businesses can potentially be more efficient at motivating their employees to work harder in order to "pick up the slack" and compensate for what was previously outsourced. Investigations, such as this, are pivotal in helping the business world regain its balance after experiencing a global public health crisis. In this light, it would be prudent for companies in the future to examine the degree to which their employees feel that their basic and non-basic needs are being met before implementing new CSR measures and to also evaluate how their workers are reacting to these types of initiatives after

they have been instituted. This will give businesses insight into how to design their CSR efforts in their attempt to increase employee motivation. Rather than cutting back on external CSR initiatives, the results of this study indicate that it would be advantageous for companies to evaluate what external CSR efforts are most supported by their employees and to assist them in becoming more involved in these activities. It would also be very valuable for organizations to develop internal marketing programs that devote resources into helping their employees to understand the self-benefits of participating in these types of external initiatives. In this regard, this investigation suggests that businesses need to be proactive and flexible in fine-tuning their CSR initiatives in order to increase worker motivation.

In conclusion, the findings of this study provide CEOs with preliminary information that may be useful in implementing initiatives that will potentially affect how motivated their workers feel, which inevitably could have a tremendous impact on their productivity and company bottom-line revenue. This investigation supports the idea that taking care of employees through the implementation of pandemic-related corporate social responsibility initiatives may be the right type of “medicine” necessary to help devastated businesses around the world to heal from the debilitating coronavirus. Research efforts, such as this, will help businesses survive the COVID-19 pandemic and other future disasters that threaten the sustainability of the global economy and the human race.

Appendix A. Demographic characteristics of participants.

Characteristic	<i>n</i>	%
<i>Gender</i>		
Male	192	37.6
Female	285	55.9
Other	2	0.4
Prefer not to say	26	5.1
<i>Age</i>		
18-24 years old	4	0.8
25-34 years old	45	8.8
35-44 years old	103	20.2
45-54 years old	154	30.2
55-64 years old	125	24.5
65 years or older	55	10.8
Prefer not to say	19	3.7
<i>Marital status</i>		
Single	152	29.8
Married	278	54.5
Divorced	33	6.5
Widowed	9	1.8
Prefer not to say	32	6.3
<i>Ethnicity</i>		
White/Caucasian	47	9.2
Black/African American	8	1.6
Hispanic/Latino	8	1.6
Asian	315	61.8
Hawaiian/Pacific Islander	66	12.9
American Indian/Alaska Native	3	0.6
Other	17	3.3
Prefer not to say	38	7.5
<i>Job tenure</i>		
Less than 1 year	6	1.2
1-5 years	105	20.6
6-10 years	103	20.2
11-15 years	58	11.4
16-20 years	62	12.2
21-25 years	53	10.4
26 years or more	93	18.2
Prefer not to say	20	3.9
<i>Industry</i>		
Healthcare	83	16.3
Hospitality	293	57.5
Food service	114	22.4

Appendix A (Continued).

<i>Income (monthly after tax)</i>		
Up to \$1000	90	17.7
\$1001 to \$1500	69	13.5
\$1501 to \$2000	54	10.6
\$2001 to \$2500	78	15.3
\$2501 to \$3000	61	12.0
\$3001 to \$3500	42	8.2
\$3501 to \$4000	24	4.7
\$4001 to \$4500	16	3.1
\$4501 or more	23	4.5
Prefer not to say	43	8.4

Note: Less than 4 percent of the data was missing within each characteristic.

Appendix B. Survey items with means and standard deviations.

	Bipolar Response Anchors ^a	M (SD)
<i>During the COVID-19 pandemic, to what degree did you feel that your company made an effort to:</i>		
<i>Pandemic-related internal CSR</i>		
...develop standards to help protect you from COVID-19 (for example: offered free safety equipment, such as masks, improved air ventilation, such as installing air purifiers, etc.)?	No Effort At All/A Very Strong Effort	4.08 (1.56)
...develop policies that would help you keep your benefits (for example: maintained your healthcare coverage, allowed you to continue making contributions to your healthcare plan/pension/training program, etc.)?	No Effort At All/A Very Strong Effort	3.35 (1.86)
...participate in practices that would help you keep your job (for example: offered you the option to take pay reductions, reduce your work hours, or go on temporary leave instead of being permanently fired)? ^b	No Effort At All/A Very Strong Effort	3.53 (1.83)
...participate in practices that demonstrated a willingness to make COVID-19-related accommodations for you (for example: offered remote work when available, showed flexibility with your scheduling requests related to self/family/childcare, etc.)? ^b	No Effort At All/A Very Strong Effort	3.37 (1.75)
...set standards for offering you a fair salary/wage? ^b	No Effort At All/A Very Strong Effort	3.38 (1.70)
...develop policies that support your best interests as an employee? ^b	No Effort At All/A Very Strong Effort	3.37 (1.70)
...participate in practices that provide you with a safe and healthy work environment?	No Effort At All/A Very Strong Effort	3.96 (1.61)
<i>During the COVID-19 pandemic, to what degree did you feel that your company made an effort to:</i>		
<i>Pandemic-related external CSR</i>		
...develop standards to help protect customers (patients or guests) from being infected by COVID-19 (for example: offered free safety equipment, such as masks, improved air ventilation, such as installing air purifiers, etc.)?	No Effort At All/A Very Strong Effort	4.03 (1.54)

Appendix B (Continued).

...participate in practices that would help others in the community (for example: fundraising, food drives, made financial donations to local charities, etc.)?	No Effort At All/A Very Strong Effort	3.43 (1.75)
...promote policies that help to improve the natural environment (for example: supported water conservation, recycling, or other sustainability initiatives, etc.)? ^b	No Effort At All/A Very Strong Effort	3.12 (1.68)
...participate in practices that help educate the general public about COVID-19 (for example: how to identify symptoms, prevent community spread of the virus, etc.)?	No Effort At All/A Very Strong Effort	3.75 (1.63)
...participate in practices that prevent harm to the natural environment (for example: company uses environment-friendly products, etc.)?	No Effort At All/A Very Strong Effort	3.36 (1.63)
...promote programs that encourage you to volunteer to help improve the natural environment? ^b	No Effort At All/A Very Strong Effort	2.87 (1.66)
...promote programs that encourage you to volunteer to help others in the community? ^b	No Effort At All/A Very Strong Effort	2.99 (1.69)
<hr/>		
<i>During the COVID-19 pandemic, to what degree did you feel that being an employee of your company has helped you to:</i>		
<hr/>		
<i>Basic needs fulfillment</i>		
...fulfill your financial needs?	No Help At All/A Great Deal of Help	3.18 (1.76)
...feel physically safe from harm?	No Help At All/A Great Deal of Help	3.59 (1.59)
...meet your basic survival needs?	No Help At All/A Great Deal of Help	3.44 (1.69)
...be able to buy enough food for yourself? ^b	No Help At All/A Great Deal of Help	3.34 (1.76)
...be able to buy enough food for your loved ones? ^b	No Help At All/A Great Deal of Help	3.28 (1.77)
...be able to pay your housing bills (for example: rent/mortgage, electricity, etc.)? ^b	No Help At All/A Great Deal of Help	3.14 (1.75)
<hr/>		

Appendix B (Continued).

During the COVID-19 pandemic, to what degree did you feel that being an employee of your company has helped you to:

Non-basic needs fulfillment

...feel socially connected with others?	No Help At All/A Great Deal of Help	3.16 (1.66)
...feel a sense of belongingness?	No Help At All/A Great Deal of Help	3.14 (1.70)
...feel good about yourself? ^b	No Help At All/A Great Deal of Help	3.21 (1.69)
...feel respected by others? ^b	No Help At All/A Great Deal of Help	3.37 (1.68)
...fulfill your need for meaningfulness in your life? ^b	No Help At All/A Great Deal of Help	3.22 (1.67)
...fulfill your need to reach your full potential?	No Help At All/A Great Deal of Help	3.15 (1.69)

During the COVID-19 pandemic, how often:

Worker motivation

...did you look forward to going to work to perform your job? ^b	Never/Always	4.00 (1.72)
...did you feel enthusiastic about performing your job tasks even when you were not being supervised? ^b	Never/Always	4.27 (1.66)
...did you put forth your best effort to get your job done regardless of the difficulties? ^c	Never/Always	5.07 (1.34)
...were you willing to start work early or stay late to finish a job? ^c	Never/Always	4.62 (1.64)
...did you feel that it was easy for you to get involved in your current job? ^c	Never/Always	4.06 (1.57)
...did you do extra work for your job that wasn't really expected of you? ^c	Never/Always	4.51 (1.61)
...did you feel that time seemed to pass by quickly while you were on the job? ^{bc}	Never/Always	4.27 (1.58)

^aMeasured on a scale from 0 to 5.

^bSurvey item retained for analysis.

^cAdapted from Wright (2004).

Appendix C. Comparing measurement models.^a

	Initial Measurement Model ^b				Final Measurement Model ^c			
	M (SD)	α	Factor Loadings	AVE	M (SD)	α	Factor Loadings	AVE
I-CSR	2.58 (1.46)	0.94	0.74-0.92	0.681	2.41 (1.57)	0.92	0.79-0.91	0.724
E-CSR	2.36 (1.42)	0.94	0.73-0.88	0.697	1.99 (1.56)	0.93	0.86-0.92	0.772
BNF	2.33 (1.57)	0.96	0.74-0.96	0.798	2.25 (1.70)	0.97	0.92-0.98	0.908
NBNF	2.21 (1.57)	0.97	0.90-0.94	0.852	2.27 (1.70)	0.95	0.92-0.93	0.862
MOTIV	3.40 (1.18)	0.86	0.55-0.82	0.475	3.18 (1.40)	0.80	0.57-0.89	0.603
Model fit								
χ^2/df		5.48				2.32		
CFI		0.88				0.99		
TLI		0.87				0.98		
RMSEA		0.094				0.051		
SRMR		0.071				0.032		
Total Variance Explained ^d		76.4%				85.9%		

^aStandardized estimates.

^bFull model before item-reduction.

^cModel after item-reduction.

^dPrincipal component analysis (PCA) with Promax rotation.

I-CSR, pandemic-related internal CSR; E-CSR, pandemic-related external CSR; BNF, basic needs fulfillment; NBNF, non-basic needs fulfillment; MOTIV, worker motivation.

AVE, average variance extracted; CFI, comparative fit index; TLI, Tucker-Lewis index;

RMSEA, root mean square error of approximation; SRMR, Root mean squared residual.

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