
Perceived Employer Attractiveness: The Opportunity to Engage in Corporate
Volunteering Programs

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Resumo

No âmbito das atividades de responsabilidade social empresarial, os programas de voluntariado empresarial representam uma iniciativa comum e em rápido crescimento adotada pelas empresas, ao passo que os contributos da literatura apoiam a premissa de que esses programas são capazes de fornecer inúmeros benefícios para as empresas. De facto, acredita-se que os programas relacionados com o voluntariado empresarial podem melhorar a imagem pública da empresa enquanto entidade socialmente responsável, o que pode, por sua vez, ter um impacto positivo na atração e retenção dos indivíduos mais adequados do mercado de trabalho. Não obstante, especificamente em Portugal, o voluntariado empresarial é ainda considerado um conceito por maturar entre as estruturas organizacionais. Assim, através do desenvolvimento de uma metodologia quantitativa, e da recolha de dados de 238 estudantes portugueses via inquérito por questionário, este estudo examinou se e como a existência de programas de voluntariado empresarial pode influenciar a perceção socio-ética de atratividade de um potencial empregador, ponderando ainda a existência de uma relação indireta entre o VE e a atratividade de um empregador, mediada pela cognição da moralidade da empresa. Os resultados fornecidos por um modelo de equações estruturais indicam que o voluntariado empresarial possui uma relação positiva tanto com a perceção de atratividade do empregador como com a perceção de moralidade da empresa, suportando também a hipótese de que a moralidade da empresa pode atuar como uma variável mediadora. Estes resultados estabelecem um importante contributo teórico e prático sobre a importância que os futuros candidatos ao mercado de trabalho atribuem ao voluntariado empresarial, no processo de seleção do seu empregador ideal.

Palavras-Chave: Responsabilidade Social Empresarial, Voluntariado Empresarial, Atratividade do Empregador, Marca do Empregador, Gestão dos Recursos Humanos.

JEL-Codes: J10, O15

Abstract

Within the frame of corporate social responsibility, corporate volunteering programs represent a common and fast-growing initiative adopted by firms, whereas contributes from literature support the premise that such programs are able to provide numerous benefits for corporations. In fact, programs related with corporate volunteering are believed to be able to improve the firm's public image as a socially conscious entity, which may in turn have a positive impact in the attraction and retention of the most adequate individuals in the job market. Nonetheless, specifically in Portugal corporate volunteering is a concept that has yet to fully mature within organizational structures. Thus, by employing a quantitative methodology, and collecting data from 238 Portuguese students via survey by questionnaire, this study examined whether and how the existence of corporate volunteering programs had an influence on the socioethical perceived attractiveness of a potential employer, while also pondering the existence of an indirect relationship between CV and employer attractiveness, mediated by the individual cognition of corporate morality. Results provided by a structural equation model indicate that corporate volunteering possesses a positive relationship with both perceived employer attractiveness and perceived corporate morality, and also support the hypothesis that corporate morality can act as a mediator variable. These results establish an important theoretical and practical contribution regarding the importance that prospective applicants attribute to corporate volunteering, in the process of selecting their ideal employer.

Key-words: Corporate Social Responsibility, Corporate Volunteering, Employer Attractiveness, Employer Brand, Human Resources Management.

JEL-Codes: J10, O15

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1. Introduction

Shareholder theory argues that a firm's sole objective consists in profit maximization, whereas social and employment welfare only result in a loss of focus by managers (Friedman, 1970; Sternberg, 2000). Hence, based on this line of thought, the market and the civil society stand in two clearly separated spheres.

However, proponents of the stakeholder theory, Evan and Freeman (1988), state that managing a firm shouldn't be done uniquely for the interests of shareholders, but instead considering the impact of a firm's actions in a broad variety of stakeholder groups, highlighting (besides traditional stakeholder groups): governments, competitors, consumers and environmental advocates, among others. Moreover, managers, aside from searching for an optimal overall balance in situations of conflict of interests, should be seen as the regulators of the moral responsibility of the firm¹ (Paine, 1994), since this postulate safeguards against the view of other stakeholder groups as instruments for profit maximization.

Boundaries between the market and the civil society have been fading, and the linkage has been strengthening (Kooiman, 2007; Van Tulder & Van der Zwart, 2005). This evolution has prompted change within traditional organizational structures, for instance with the adoption of Corporate Social Responsibility (CSR) (Bowen & Johnson, 1953; Davis, 1973), meaning a firm's concern with and response to issues which usually transcend the corporate realm, in order to contribute to global sustainability .

Until the 1990s, research regarding Corporate Social Responsibility (CSR) was mainly related with understanding executives' purposes for the involvement with social affairs (Maak, 2008), which in turn reflected an individual perspective on the issue (Wood, 1991). Nonetheless, pressures from various stakeholder groups regarding firms' embracement of CSR practices (Jawahar & McLaughlin, 2001), as well as the discretionary efforts to create and maintain a good corporate reputation (Marquis, Glynn, & Davis, 2007), led to the emergence of programs such as corporate volunteering (CV), referring to company-sponsored volunteering activities performed by its employees.

¹ In relation with Kant's deontological ethical theory

Corporate volunteering became one of the most, alongside corporate philanthropy (referring to voluntary financial donations), common tools employed by managers in order to address CSR, coping not only with the purpose of delivering aid to needing causes and communities (Grant, 2012), but also involving the firm's workforce, through donations of time, with those causes.

Moreover, such programs may improve a firm's reputation as a socially conscious entity (Magalhães & Ferreira, 2014; Plewa, Conduit, Quester, & Johnson, 2015) and have been suggested to constitute a viable procedure in order to raise donations for nonprofit organizations (NPOs) (Samuel, Wolf, & Schilling, 2013). Also it is a vehicle for knowledge sharing between firms and NPOs (Caligiuri, Mencia, & Jiang, 2013), which in turn translates the possibility of generating a win-win-win situation between the two parties and the volunteers (Caligiuri et al., 2013).

According to Grant (2012) the vast majority of the Fortune 500 companies provide opportunities related with employee volunteering. Moreover, according to the same author, employees envision CV as a favorable form of CSR in opposition to corporate philanthropy, due to the higher degree of involvement that it requires.

Aside from stakeholder pressures, researchers' shift of focus into comprehending the perspective of non-managerial employees towards CSR (Wood, 2007) also enhanced the growing prioritization of the matter. Furthermore, results from academic research suggest the possibility of combining CSR practices and positive organizational outcomes (Aguinis & Glavas, 2012; White, 2006; Wild, 1993), which can in turn contribute as sources of sustained competitive advantage (Porter & Vanderlinde, 1995; Shrivastava, 1995).

In particular, Human Resources (HR) are an essential stakeholder group for firms (Barney & Wright, 1998), as well as a potential source of competitive advantage, particularly with chosen applicants that hold a high level of competence (Wright, McMahan, & McWilliams, 1994).

Currently, corporate prosperity is partially dependent on the firms' ability to attract, select, hire and retain the most talented individuals (Michaels, Handfield-Jones, & Axelrod, 2001). A factor which is thought to be paramount in order to attract such applicants comes through the brand reputation and firm reputation (Bhattacharya, Sen, & Korschun, 2008;

Cappelli, 2001; Jones, Willness, & Madey, 2014; Kim & Park, 2011). Besides, according to Fombrun and Shanley (1990), the initial attraction that an applicant feels towards a firm comes from his/her perception of the firm's image, whereas it is reliable to argue that such image is affected by the firm's CSR practices (Arendt & Brettel, 2010; Plewa et al., 2015).

On the one hand, there are plenty of academic studies focused in the relation between employer branding and employer attractiveness, along with understanding the distinct dimensions that influence the overall attractiveness of an employer (Backhaus & Tikoo, 2004; Berthon, Ewing, & Hah, 2005; Dell, Ainspan, Bodenber, Troy, & Hickey, 2001), which specifically point towards a connection between the latter and CSR (Albinger & Freeman, 2000; Backhaus, Stone, & Heiner, 2002; Berthon et al., 2005).

Many researchers believe that applicants tend to look for a person-organization fit when selecting their desired employer (Cable & Turban, 2001; Coldwell, Billsberry, Van Meurs, & Marsh, 2008), searching for resemblances between theirs and the firms' socioethical values and behaviors (Jones et al., 2014). However, despite the long-standing discussions regarding firms' ethical and social behaviors (Hoffman, Frederick, & Schwartz, 2014), recent generations are believed to be relatively more concerned and judgmental towards moral and social issues than earlier ones (Deloitte, 2014; Freestone & Mitchell, 2004; Johnson, 2006). Moreover, firms are tendentially treated as people-like entities (Bauman & Skitka, 2012), endowed with morality. Hence, although evaluating corporate morality is a complex process (Smith, 2008), it is also a recurrent one amongst various stakeholder groups, and, furthermore, CSR arguably constitutes an important indicator of corporate morality (Carroll, 1991; Ellemers, Kingma, van de Burgt, & Barreto, 2011; Rupp, Shao, Thornton, & Skarlicki, 2013).

On the other hand, despite being a relatively recent concept, corporate volunteering has become a recurrent topic of academic research (Grant, 2012; Rodell & Lynch, 2016) and it constitutes as one of the metrics for evaluating the level of a firm's corporate social responsibility (Graves & Waddock, 1994). For instance, at Timberland, around 95% of its employees are enrolled in corporate volunteering activities, and they state that being provided with such opportunity played an important role in choosing to apply for that specific job offer (Peloza & Hassay, 2006).

Nevertheless, the implementation of CV programs in the Portuguese business environment hasn't had many development in the last years (Magalhães & Ferreira, 2014).

Furthermore, uncertainties still exist in several aspects concerning the relationship between volunteerism and the corporate realm (Allen, 2012; Plewa et al., 2015; Rodell, 2013), and to our best knowledge research about the relationship between corporate volunteering, corporate morality and employer attractiveness is scarce (Allen, 2012; Bussell & Forbes, 2008; Deloitte, 2016). Therefore, this study attempts to fulfill that gap, studying the perceived importance attributed by prospective applicants to the opportunity of engaging in corporate volunteering programs, a concept which was already considered “*one of the fastest-growing areas of voluntary activity in both North America and Western Europe*” (Bussell & Forbes, 2008, p. 2). Moreover, it scrutinizes whether and how corporate volunteering can influence individual’s assessment of corporate morality, as well as the importance that the individual cognition of corporate morality can have on the perceived attractiveness of a potential employer. In sum, it attempts to answer a pertinent research question: *Do corporate volunteering programs influence the perceived attractiveness of a potential employer?*

To answer this question, a literature review is conducted in Chapter 2 regarding: “Corporate Social Responsibility”, in order to establish a building block for this study, “Corporate Volunteering”, “Corporate Morality”, “Employer Attractiveness” and “Employer Branding”.

Afterwards, in accordance with the literature reviewed, a theoretical model is proposed; This model encompasses the set of hypotheses under study, which will be developed and analyzed in Chapters 3 (methodology) and 4 (analysis of the results).

Finally, Chapter 5 consists in the discussion of the results obtained, whereby the main conclusions of the study are formulated, as well as the limitations and future research suggestions.

2. Literature Review

2.1. Corporate Social Responsibility

Scholars conceptualize Corporate Social Responsibility (CSR) in relatively broad terms, depending on the policies and actions considered to be coherent with this form of responsibility (Aguinis & Glavas, 2012). For instance, Dahlsrud (2008) described 37 definitions of CSR in the timespan between 1980 and 2003, and yet it is still considered an underestimation (Dahlsrud, 2008).

Studies include aspects such as gender diversity on boards (Marshall, 2007) and environmental burdens (Jenkins & Yakovleva, 2006), whilst others examine the connection between morality and CSR (Constantinescu & Kaptein, 2015; Ellemers et al., 2011; Rupp et al., 2013), as well as on the degree of accountability of firms towards their actions (Gualandris, Klassen, Vachon, & Kalchschmidt, 2015; King, Felin, & Whetten, 2010).

Due to this heterogeneity of topics, it becomes mandatory to construct a guiding principle in order to address CSR, which, in this study, establishes its bedrock in the work developed by Davis (1973), who defines Corporate Social Responsibility as *“the firm’s considerations of, and responses to, issues beyond the narrow economic, technical, and legal requirements of the firm to accomplish social benefits along with the traditional economic gains which the firm seeks”* (Davis, 1973, p. 312).

In light of this definition, CSR can be further specified as the involvement of a corporation with the community (Aguilera, Rupp, Williams, & Ganapathi, 2007; Kotler & Lee, 2008; Logsdon & Wood, 2005). Therefore, in this context, CSR consists in a firm’s devotion towards the improvement and enhancement of the community’s well-being, done through discretionary donations of its resources (van der Voort, Glac, & Meijs, 2009). This operationalization of the concept of CSR, known as Corporate Community Involvement (van der Voort et al., 2009), comprises a wide variety of corporate activities, including: donations of money, goods and services, provision of volunteers for NPOs, knowledge sharing and direct support for education, among others (Hess, Rogovsky, & Dunfee, 2002a; Meijs & Van der Voort, 2004).

Several researchers (Aguilera et al., 2007; Aguinis & Glavas, 2012; Basil, Runte, Easwaramoorthy, & Barr, 2009; Carroll, 1979; Lantos, 2002) argue that corporate community involvement represents an important dimension of CSR. Moreover, it has been identified as the most common route chosen by firms in order to adopt CSR (Aguilera et al., 2007; Basil et al., 2009).

Corporate Social Responsibility encompasses programs with high degrees of singularity (van der Voort et al., 2009), due to the diverse types of donations and activities that can be undertaken by managers and employees (Raffaelli & Glynn, 2014). Amongst the wide range of options for employee involvement, this study focuses on a broad type of CSR initiatives: donations of time to community organizations, concretely, corporate volunteering programs.

2.2. Corporate Volunteering

Although volunteering is a concept that has existed for centuries, literature regarding the development of company subsidized volunteering programs was only firstly stated in 1986 (Burke, Logsdon, Mitchell, Reiner, & Vogel, 1986). Since then, the concept of corporate volunteering, as well as the analogous concepts of employee volunteering and employer-supported volunteering have faced a rapid development throughout the years, whereas, currently, more than 90% of the Fortune 500 companies possess programs related with CV (Boccalandro, 2009; Grant, 2012), each investing more than 1 million man-hours annually (Allen, Galiano, & Hayes, 2011). Furthermore, evidence shows that within the spectrum of CSR, CV programs represent one of the most rapidly growing types of activities adopted by firms in the Western Europe and North America (Basil et al., 2009; Bussell & Forbes, 2008; Pajo & Lee, 2011).

Note that the term “employee volunteering” expands the concept beyond the corporate realm (Peloza & Hassay, 2006), while the term “employer-supported volunteering” requires the employer to contribute in some way to the volunteering, but does not require the employer’s discretionary involvement in the development of the volunteering opportunity (Booth, Park, & Glomb, 2009).

Therefore, CV differs from other types of volunteering due to the direct role of the workplace (e.g. managers and colleagues) in inciting engagement (van der Voort et al., 2009).

Fundamentally, it could be seen as an uncommon path through which individuals can engage in volunteering (Van Schie, Guentert, & Wehner, 2011), and, what is more, such initiatives also reflect the intentional involvement of a company in a process that is traditionally labeled as personal (Holdsworth & Brewis, 2014).

Peloza and Hassay (2006) suggested the existence of three categories of employee volunteerism: “*Extra-Organizational Volunteerism*” (EOV) (p. 360), which is performed independently of the workplace, implying that there is no connection between the employee and the employer, “*Inter-Organizational Volunteerism*” (p. 358) and “*Intra-Organizational Volunteerism*” (IOV) (p. 357), which are both developed within the workplace. In the case of Inter-Organizational Volunteerism, the process is significantly unbalanced, since the employer’s only duty is to passively support the employee’s decision to volunteer, leaving the development of the volunteering activity solely to the employee itself. Hence, there is no strategic alignment between the firm’s objectives and the employee’s desire to volunteer (Peloza & Hassay, 2006). Finally, in the case of Intra-Organizational Volunteerism, the firm is responsible for the proactive development of the volunteering opportunity, which is then offered to the selected employees. According to the authors, Intra-Organizational Volunteerism is arguably the best route for firms in order to achieve benefits from offering such activities (Peloza & Hassay, 2006), due to the fact that enterprises which adopt Intra-Organizational Volunteerism are usually involved with a small number of NPOs, which allows them to effectively channel the volunteers’ endeavors (Porter & Kramer, 2002) and promote team building (Peloza & Hassay, 2006).

In fact, several authors (Hargrave, 2015; Porter & Kramer, 2002; Sharp & Zaidman, 2010) stated that the implementation of any kind of employer-led CSR activities requires the previous construction of a general top-down CSR strategy, containing the desired benefits to be achieved for the community, the firm itself and its employees (Hargrave, 2015). For that reason, conceptually, an employer led approach to volunteerism is more likely to require a strategic “fit” between the desires of the employee, the goals of the company and the mission of the NPO, which, as a consequence, demands a high degree of involvement from firms.

In a recent study performed by Rodell, Breitsohl, Schröder and Keating (2015) the authors refined the definition of employee volunteering, specifically distinguishing between

corporate volunteering and personal volunteering. Indeed, the authors stated that the main distinctive factor between concepts is that corporate volunteering takes place through a company's initiative, similarly to Intra-Organizational Volunteerism (Peloza & Hassay, 2006). The latter referred distinction may create some conflict with Grant (2012), who underlined the frequency and the importance of bottom-up efforts towards the design, organization and implementation of CV programs. However, due to the aim of this research, focusing in Intra-Organizational Volunteerism does make sense, since the topic of corporate volunteering will be addressed in the point of view of prospective applicants, and also associated with perceived employer attractiveness.

For instance, Kim and Park (2011) highlighted the positive impact of a firm's CSR reputation in students' feeling of "familiarity" towards the firm (Plewa et al., 2015), which, in turn, enhances the importance that should be considered by managers in the selection and communication of the NPOs and social activities to be involved with. As an example, Shelton (1999) mentioned the actions of major companies such as Microsoft and IBM which purposely inserted information regarding their CSR activities in recruitment brochures.

Considering Rondell's contribution, it stands clear that corporate volunteering programs are drafted in alignment with the firms' policies, either formal and informal (Houghton, Gabel, & Williams, 2009; van der Voort et al., 2009). Also, one of the most common debates regarding corporate volunteering is if such programs should be performed while on duty hours or on the employee's free time (Meijs & Van der Voort, 2004), despite being an issue which will not be discussed in this study.

Through corporate volunteering, employees have the chance to combine their professional careers with volunteering (Haski-Leventhal, 2013), undertaking various types of activities, in different areas such as pedagogy, health and environment (Peterson, 2004). Moreover, generally, the degree of customization of those activities is high, which increases the pool of options that firms may offer (Raffaelli & Glynn, 2014).

For the aim of this study, issues regarding the timespan of participation (Grant, 2012; Peterson, 2004) in corporate volunteering programs will be overlooked. Similarly, questions related with the individual motivational factors inherent in the decision to engage in corporate volunteering (do Paco & Nave, 2013; Peloza & Hassay, 2006) will also be overlooked.

Concluding, although there isn't a generally accepted definition for corporate volunteering, in this study the concept will be addressed as *"employed individuals giving time [through a company initiative] during a planned activity for an external non-profit or charitable group or organization"* (Rodell et al., 2015, pp. 4-5).

2.3. Employer Branding and Employer Attractiveness

Relatively to the concept of "employer branding", it was labelled by Ambler and Barrow (1996, p. 186), and it is understood as the implementation of branding principles in the area of human resources management (Backhaus & Tikoo, 2004; Tüzüner & Yüksel, 2009). Although the topic is gaining popularity among scholars and in the eyes of managers, specifically in the area of human resources, it is still considered a relatively new approach (Sokro, 2012).

The concept is typically defined in a corporate perspective (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004; Dell et al., 2001; Sullivan, 2004), as a strategic tool invested and leveraged by firms with the purpose to position themselves as desirable employers (Berthon et al., 2005). Moreover, HR literature suggests that employer branding should be outlined as a process composed by three steps (Backhaus & Tikoo, 2004; Leekha Chhabra & Sharma, 2014): the development of a firm's value proposition, which should be embedded in the brand, the external communication (or marketing) of the value proposition, aimed mainly at future applicants, and finally the internal communication (or marketing) of the value proposition, aimed at the firm's current employees (Ito, Brotheridge, & McFarland, 2013).

As such, several authors (Backhaus & Tikoo, 2004; Knox & Freeman, 2006; Leekha Chhabra & Sharma, 2014; Mandhanya & Shah, 2010; Sokro, 2012) distinguish between external and internal employer brands (although in some cases implicitly), considering that the internal employer brand should serve as a mean to retain and reinforce current employees' embodiment of the corporate brand's message (Davies, 2008; Punjaisri & Wilson, 2007), while the external employer brand should primarily serve as an attracting tool for potential employees (Knox & Freeman, 2006; Sullivan, 1999; Wilden, Gudergan, & Lings, 2010).

Briefly, this differentiation of terminology assigns a bidimensional purpose to employer branding (Jiang & Iles, 2011), in concrete: strengthening the employer-employee relationship (Punjaisri, Wilson, & Evanschitzky, 2008; Turban & Greening, 1997) and nurturing

a possible employer-applicant link (Knox & Freeman, 2006; Sivertzen, Nilsen, & Olafsen, 2013). Ideally, firms should look for an alignment between the two employer brands (Foster, Punjaisri, & Cheng, 2010), thus embracing and communicating a homogeneous corporate message.

It is important to highlight that we will be focusing in external employer branding and its association with employer attractiveness. For instance, Bondarouk, Ruel and Weekhout (2012) displayed empirical evidence suggesting that employer branding can increase firm attractiveness, thus inciting the existence of a cause-effect relationship between external employer branding and employer attractiveness. In effect, the outward communication of the employer brand assists in the creation of brand associations (Mandhanya & Shah, 2010), which determine the overall employer image that is inferred by the applicant and consequently influence the attraction towards that specific firm (Backhaus & Tikoo, 2004; Mandhanya & Shah, 2010).

Furthermore, Ritson (2002) proposed the possibility of reduced employee acquisition costs as a consequence of a strong employer brand, whereas Collins and Stevens (2002) highlighted how the employer brand can become a source of competitive advantage in the “war for talent” (Michaels et al., 2001), specifically for firms which can adequately shape and transmit their value proposition. Therefore, firms increasingly strive to clearly communicate to employees and prospective applicants the features that characterize them as a different and/or desirable employer (Backhaus & Tikoo, 2004).

Concluding, the concept of employer branding should simultaneously consider the way people evaluate a firm as an employer, as well as how the firm intends to expose itself as an employer (Martin, Beaumont, Doig, & Pate, 2005). Hence, a higher employer attractiveness is likely a result of the connection between a firm’s value proposition and the benefits desired by applicants regarding an employer (Berthon et al., 2005; Michaels et al., 2001).

Concomitantly, “employer attractiveness” has been a frequent topic of academic research, and the concept is mostly defined as *“the envisioned benefits that a potential employee sees in working for a specific organisation”* (Berthon et al., 2005, p. 151). In fact, it is thought to play a pivotal role in order to attract the best suited applicants in contexts of skill and knowledge scarcity (Harari, 1998; Tüzüner & Yüksel, 2009).

According to Berthon et al. (2005) the attractiveness attributes are the aspects weighted by job seekers in the process of selecting an employer, which are prioritized according to the person's specific needs, expectations and desires (Cable & Turban, 2001). Therefore, it becomes crucial for firms to understand these attributes in a preliminary phase, in order to effectively shape their organizational image and generate the most value from their recruitment practices (Cable & Turban, 2001; Rynes, 1989).

Ambler and Barrow (1996) proposed a model of employer attractiveness composed by functional, economic and psychological aspects of influence. In the authors' perspective, the *functional* dimension relates with the firm's ability to provide useful activities and/or other opportunities that can nourish the experience of the employee. The *economic* dimension is associated with the material or monetary compensational (reward) package offered by a firm, and finally the *psychological* dimension represents the state of well-being that a firm can cherish in their employees. Therefore, this model categorizes in a simplistic manner the tangible and intangible benefits which may be considered by prospective applicants when evaluating a potential employer.

Later, in view of Ambler and Barrow (1996)'s contribution, Berthon et al. (2005) formulated the "*Employer Attractiveness Scale*" (Berthon et al., 2005, p. 157), containing five categories of attractiveness attributes, contemplated in the following values:

- (a) "*Interest Value*" (Berthon et al., 2005, p. 159): Evaluates the level of attraction felt by an individual to the idea of working in a environment that propitiates creativity and excitement in order to create high-quality and/or innovative products, as well as a job that is both challenging and stimulating;
- (b) "*Social Value*" (Berthon et al., 2005, p. 159): Assesses the degree of attraction felt by an individual in relation to an employer that cherishes the relationship with his employees and tries to create a pleasant, team oriented atmosphere;
- (c) "*Economic Value*" (Berthon et al., 2005, p. 159): Assesses the degree of attraction felt by an individual in regards to an employer that provides an appealing package of tangible benefits (above-average salary, job security, among others);

- (d) *“Development Value”* (Berthon et al., 2005, p. 162): Assesses the degree of attraction felt by an individual to the idea of working for an employer that recognizes the efforts, respects an employee’s self-worth and promotes confidence, while also safeguarding future employment and opportunities for career progression;
- (e) *“Application Value”* (Berthon et al., 2005, p. 162): Assesses the degree of attraction felt by an individual regarding an employer that is ethical, humanitarian and entrusts employees with the responsibility of engaging with customers and sharing knowledge with other colleagues.

According to Berthon et al. (2005), in the corporate perspective being humanitarian corresponds to “giving back to society” (Berthon et al., 2005, p. 158), which leads to the conclusion that the application value can be understood as the socioethical perception of employer attractiveness (Desai & Rittenburg, 1997). Therefore, with respect to the application value, studies have enhanced the significance of incorporating CSR in the employer brand (Albinger & Freeman, 2000; Bhattacharya et al., 2008; Jones et al., 2014; Kim & Park, 2011; Peloza & Hassay, 2006), especially in situations where applicants possess a large number of job options (Albinger & Freeman, 2000).

Furthermore, despite CSR being a concept which incorporates considerably distinct dimensions, Backhaus et al. (2002) suggested that for prospective applicants, community relations, among others, stands out as a significantly more important dimension when assessing employer attractiveness. In accordance, Jones et al. (2014) outlined three mechanisms influenced by signals communicated through the external employer brand which can affect the overall attractiveness of an employer. Respectively: anticipated pride in the idea of joining a certain company, the fit between individual and corporate values and the expected treatment from an employer. Concretely, the authors noted that, for the three mechanisms, the signals derived from community involvement displayed stronger effects when compared to signals communicated through environmental activities, thus suggesting that corporate community involvement plays a favorable role in terms of perceived employer attractiveness.

Finally, several authors have identified corporate volunteering programs as an influential part of the CSR-based external image (Houghton et al., 2009; Plewa et al., 2015). Based

on the literature, it is trustworthy to expect that corporate volunteering can have a positive effect in the recruitment of prospective applicants (Peterson, 2004; Tuffrey, 1995).

Hence, the following hypothesis is proposed:

H1: For prospective applicants, the opportunity to engage in a corporate volunteering (CV) program is positively related with the socioethical perceived attractiveness of an employer (SEA).

Nonetheless, we bear in mind that the perception of an employer's attractiveness may be influenced by other factors independent of firm action such as cultural influences (Almıaçık & Almıaçık, 2012) and personality traits (Bakanauskienė, Bendaravičienė, Krikštolaitis, & Lydeka, 2011), implying that each person evaluates a firm distinctively (Schokkaert, Van Ootegem, & Verhofstad, 2009).

As previously referred, literature suggests that programs related with corporate volunteering can potentially improve a firm's public image as a socially conscious entity, subsequently shaping the behavior of various stakeholder groups towards the firm (Lin, Tsai, Joe, & Chiu, 2012; Plewa et al., 2015). In the same line of thought, socially irresponsible behavior undertook by firms may prompt negative reactions on stakeholders (Antonetti & Maklan, 2016; Grappi, Romani, & Bagozzi, 2013). Hence, the individual and group behavior towards other social actors such as firms is essentially shaped by the evaluative discernment of such actors (Cuddy, Glick, & Beninger, 2011).

2.4. Perception of Corporate Morality

Unlike actual employees, prospective applicants cannot extensively evaluate a firm's CSR policies and/or practices. Instead, applicants assess the signals communicated by the potential employer according to their personal beliefs and attitudes, searching for alignment (Gully, Phillips, Castellano, Han, & Kim, 2013; Plewa et al., 2015; Schokkaert et al., 2009). According to Ajzen and Cote (2008), an attitude is a "*predisposition to evaluate some object in a favorable or unfavorable manner*" (Ajzen & Cote, 2008, p. 41).

In fact, the psychological process by which an individual perceives, comprehends and evaluates others is believed to be analogous to that of when assessing a firm (Bauman & Skitka, 2012). Thus, people tend to anthropomorphize organizations (Manning, 1984;

Pollman, 2011), considering each firm as a legal person endowed with human qualities, that acts with intentionality and objectives (Bauman & Skitka, 2012; Fombrun, 1995). Consequently, firms are considered social actors in full control of their actions, and should therefore be accountable for the outcomes of those actions (King et al., 2010).

Often, people tend to extrapolate the underlying characteristics of a social actor, for instance a firm, based on the cognition of a single action undertaken by it (Kelley, 1967; Laczniak, DeCarlo, & Ramaswami, 2001). Furthermore, the social discernment of individual and group behavior, despite its complexity, is fundamentally grounded in a bidimensional framework, which explains most of the human evaluative dissimilarities (Cuddy et al., 2011; Fiske, Cuddy, & Glick, 2007; Judd, James-Hawkins, Yzerbyt, & Kashima, 2005; Wojciszke, Abele, & Baryla, 2009).

On the one hand, the dimension labeled as “competence” (Fiske et al., 2007), or also “ability” (Brycz & Wojciszke, 1992) and “agency” (Abele & Wojciszke, 2007), comprises attributes such as *“intelligence, power, efficacy, and skill”* (Cuddy et al., 2011, p. 7), which in turn reflect intellectual and functional competences (Rosenberg, Nelson, & Vivekananthan, 1968). Perceptions based on competence attributes usually convey feelings of superiority and respect (Fiske et al., 2007; Wojciszke et al., 2009). On the other hand, the “warmth” dimension (Fiske et al., 2007), or also “morality” (Brycz & Wojciszke, 1992) and “communion” (Wojciszke, 1994), encompasses traits such as *“friendliness, trustworthiness, empathy, and kindness”* (Cuddy et al., 2011, p. 7), which in turn reflect social and moral competences (Rosenberg et al., 1968). Perceptions based on warmth attributes normally lead to inferences of trust, affection and attraction (Fiske et al., 2007; Wojciszke et al., 2009).

When evaluating a social actor, warmth judgements are believed to take precedence over competence judgements, and subsequently exert greater influence on the behaviors towards others (Brown & Dacin, 1997; Goodwin, Piazza, & Rozin, 2014; Judd et al., 2005). Besides, within the warmth dimension, literature supports that traits related with morality drive stronger effects on individual behavior than those related with sociability (Brambilla, Rusconi, Sacchi, & Cherubini, 2011; Brambilla, Sacchi, Rusconi, Cherubini, & Yzerbyt, 2012; Landy, Piazza, & Goodwin, 2016; Leach, Ellemers, & Barreto, 2007). In fact, sociability corresponds to the manner by which one establishes communication with others (Bauman & Skitka, 2012), whereas morality stems from the ethical judgement on how individuals and

other social actors (such as firms) ought to treat each other (Goodpaster & Matthews, 1982; Griffin, 1986; Leach et al., 2007), as well as their fundamental sense of righteousness and welfare (Brambilla et al., 2011; Gert & Gert, 2002).

Thus, the signals communicated by the organization and related with morality will likely have a stronger weighting on the individual judgement of the firm (for example as a potential employer) (Brambilla et al., 2011). Moreover, as previously referred, individual concerns regarding moral and social issues have recently gained high levels of notoriety (Freestone & Mitchell, 2004; Johnson, 2006), being that recent generations are believed to possess relatively stronger beliefs and attitudes regarding those issues than earlier ones (Deloitte, 2014).

Based on the above, and because CV programs represent an important type of initiative in the scope of CSR activities, we argue that the concept is inherently linked to ethical questions and debates (Bauman & Skitka, 2012; Frederick, 1986; Plewa et al., 2015). Therefore, we propose that:

H2: The opportunity to engage in a corporate volunteering (CV) program is positively related with the perception of corporate morality (CM).

The association between morality and corporations is not only referred to as an old debate (Hoffman et al., 2014), but is also treated as a timeless one (Hoffman et al., 2014). Through the process of anthropomorphization of an organization (French, 1979; Pollman, 2011), authors have investigated if and how firms could guide their policy-making processes in a moral way, with rationality and respect for others (French, 1979; Goodpaster & Matthews, 1982). In fact, the consideration for society in firms' decision-making processes, as well as the fit between individual and firm ethical values are considered two important components of the organizational brand image, which are also congruent with the notion of corporate morality (Arendt & Brettel, 2010; Berthon et al., 2005; Jones et al., 2014); Consequently, we argue that the perception of corporate morality can be of influence for individuals when evaluating the socioethical degree of attractiveness of a potential employer, and so we propose that:

H3: The perception of corporate morality (CM) is positively related with the socioethical perceived attractiveness of an employer (SEA).

However, the intensity and type of impact caused by CSR policies and practices such as corporate volunteering on the assessment of corporate morality may differ (Bauman & Skitka, 2012). For instance, people are tendentially more reactive to negative actions promoted by firms than positive ones (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001; Godfrey, Merrill, & Hansen, 2009), which consequently may jeopardize the warmth company perception (Lange & Washburn, 2012; Turner, McIntosh, Reid, & Buckley, 2019). Summarily, skepticism towards a firm's CSR intentions may generate detrimental (employer) brand associations (Skarmeas & Leonidou, 2013), which can be of influence in ones' interaction with firms (Duarte, Gomes, & Das Neves, 2014; Sheel & Vohra, 2016; Story & Neves, 2015).

Crane, Matten and Spence (2013) outlined six core CSR characteristics, which are believed to be transversal across most of the CSR studies and definitions: orientation to multiple stakeholders, internalization of externalities, voluntary (discretionary), practices and values, beyond philanthropy and alignment between social and economic objectives (Bondy, Moon, & Matten, 2012; Crane et al., 2013; Hamidu, Haron, & Amran, 2015; Tsai, Joe, Lin, & Wang, 2014).

- (a) *"Multiple-stakeholder orientation"* (Crane et al., 2013, p. 11): The authors state that firms may adopt CSR solely in order to fulfill the interests of its shareholders, or instead while taking into consideration the interests of various stakeholder groups;
- (b) *"Internalizing or managing externalities"* (Crane et al., 2013, p. 10): The authors reflect upon firms' decision-making processes, arguing whether firms may or may not ponder and manage the externalities of their actions borne on others;
- (c) *"Voluntary"* (Crane et al., 2013, p. 10): The authors state that firms may adopt CSR practices solely in order to fulfill the mandatory legal minimums, or instead may adopt discretionary CSR practices that extend beyond such minimums;
- (d) *"Practices and values"* (Crane et al., 2013, p. 11): The authors claim that CSR may either be aligned with the values of the firm, or have little to no connection with them;

- (e) *“Beyond philanthropy”* (Crane et al., 2013, p. 11): The authors claim that CSR may either be treated as essentially philanthropic, or instead in a more holistic point of view, considering the impact upon society of the entirety of firms’ business functions;
- (f) *“Alignment of social and economic objectives”* (Crane et al., 2013, p. 11): The authors claim that although CSR may involve considering interests beyond those of the shareholders, CSR may nevertheless focus on aligning social and economic objectives.

Based on these characteristics, one can claim that the adoption of socially responsible practices may be addressed by firms in a more economic perspective (Friedman, 1970; Gond, Palazzo, & Basu, 2009), ultimately striving for economic gains (Garriga & Melé, 2004), or instead firms may look at social issues as critical for their continuity (Garriga & Melé, 2004), and therefore approach CSR in a more ethical manner (Carroll, 1991). Concomitantly, Basu and Palazzo (2008) suggested that individuals perceive a firm’s CSR commitment as either: instrumental/egoistic (p. 125) or normative/altruistic (p. 125). The instrumental perception is considered the narrow perspective (Scherer & Palazzo, 2011), referring to the firm’s discretionary involvement with society merely to attempt to obtain economic gains (Basu & Palazzo, 2008; Friedman, 1970), whereas the normative perception is considered the broad perspective (Carroll, 1991; Scherer & Palazzo, 2011), implying the firm’s continuous commitment to align CSR with the organizational brand image (Basu & Palazzo, 2008; Wiener, 1982).

Fundamentally, the normative approach opposes to the perception of CSR as a mere tool leveraged by firms in order to help attain profit maximization (Garriga & Melé, 2004), and instead suggests an intentional effort to internalize values which are in compliance with the social values and norms, which in turn may positively influence one’s perception of corporate morality.

Likewise, corporate community involvement can be interpreted in distinct ways (Magalhães & Ferreira, 2014; Plewa et al., 2015). As such, being provided with the opportunity to engage in a corporate volunteering program may prompt distinct attitudes in terms of perceived employer attractiveness, depending on the prospective applicant’s judgement of the corporate motivations backing it (Story & Neves, 2015). On the one hand, if a CV

program is perceived as normative/altruistic, it might promote a more positive assessment in terms of corporate morality, which in turn might lead to higher levels of perceived employer attractiveness. On the other hand, a CV program whose corporate motivations are perceived as instrumental/egoistic will possibly lead to a more detrimental evaluation of corporate morality, and therefore to lower levels of perceived employer attractiveness. Hence, the following hypothesis is advanced:

H4: The positive relationship between the opportunity to engage in a corporate volunteering (CV) program and the socioethical perceived employer attractiveness (SEA) is mediated by the perception of corporate morality (CM).

2.5. Research Hypotheses

Based on the literature reviewed along Chapter 2, we argue that the perception of a firm's CSR is an important feature weighted by individuals when assessing the degree of attractiveness of a potential employer, as well as when evaluating corporate morality. Moreover, corporate volunteering programs represent an important type of CSR initiatives, which has recently gained notoriety among scholars and in the corporate realm.

Essentially, this study intends to comprehensively investigate a possible link between CV and perceived employer attractiveness. First, with **H1** we suggest the possibility of a direct positive relationship between an employer's value proposition which provides the opportunity to engage in a corporate volunteering program and the socioethical perceived attractiveness of that employer. Then, instead of just considering a possible direct relationship between CV and employer attractiveness, **H2** focuses on the impact brought by CV on the individual moral evaluation of a firm, while **H3** centers on its consequent influence in terms of perceived employer attractiveness.

Finally, **H4** proposes that CV may prompt an indirect effect in terms of perceived employer attractiveness due to the individual judgement of corporate morality. Thus, **H4** proposes that the perceived corporate morality of a firm may be considered a mediating mechanism of the relationship between CV and employer attractiveness.

To this purpose, Figure 1 below presents the theoretical model and the hypothesized relationships between corporate volunteering, perceived employer attractiveness and perceived corporate morality.

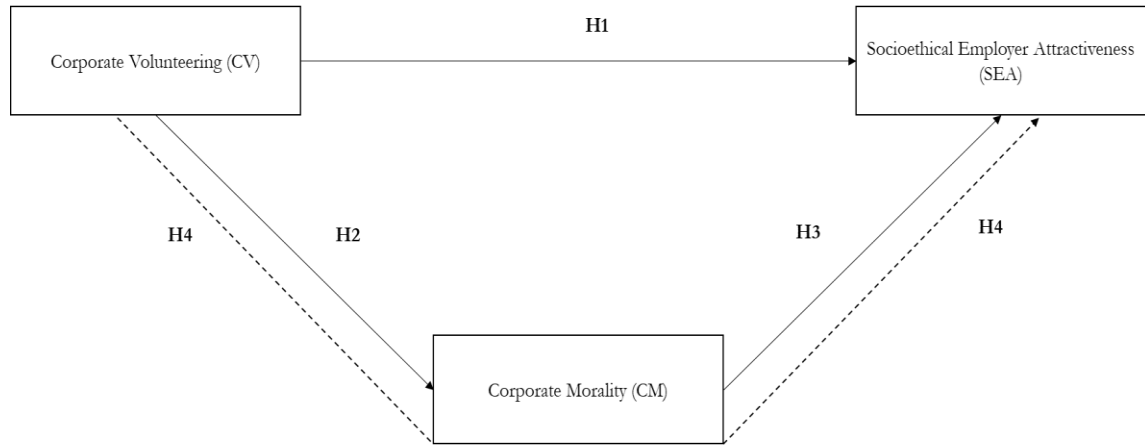


Figure 1 – Framework and hypotheses formulated

H1: For prospective applicants, the opportunity to engage in a corporate volunteering (CV) program is positively related with the socioethical perceived attractiveness of an employer (SEA).

H2: The opportunity to engage in a corporate volunteering (CV) program is positively related with the perception of corporate morality (CM).

H3: The perception of corporate morality (CM) is positively related with the socioethical perceived attractiveness of an employer (SEA).

H4: The positive relationship between the opportunity to engage in a corporate volunteering (CV) program and the socioethical perceived employer attractiveness (SEA) is mediated by the perception of corporate morality (CM).

3. Methodology

3.1. Procedure and Sample

In order to fulfill the objectives described above, we chose to conduct a questionnaire aimed at students which are close to being, or currently in the job-seeking process, either passively and actively. We opted for the technique of survey by questionnaire because it is one of the most common techniques utilized in this kind of studies, since it provides a quantitative description of the population's tendencies and behaviors (Creswell & Creswell, 2017) and allows to collect data in an efficient and quick manner.

Data was collected mainly through social media channels such as LinkedIn and Facebook. Also, 50 questionnaires were printed and hand-picked from students enrolled in FEP – School of Economics and Management in the University of Porto, in order to gather more responses.

The selection of students as the unity of analysis for this study was due to three main reasons: firstly, several studies have already proven that working with students represents a trustworthy option for sampling, which produces valid results (Alnıaçık & Alnıaçık, 2012; Backhaus et al., 2002; Hanel & Vione, 2016); Secondly, since students are now starting (or reinstating) their professional careers, the degree of consistency between their answers and their attitudes is likely high (Klimkiewicz & Oltra, 2017), and finally due to the fact that the recent generations are expected to be relatively more responsive towards ethical and moral issues (Deloitte, 2014; Howe & Strauss, 2000). Accordingly, the questionnaire was conducted online in Portuguese.

3.2. Measures

The questionnaire was composed by 4 distinct sections, as shown in Appendix I. Initially, respondents were asked to provide information about their demographics, respectively: gender, age, nationality, scholarship level, professional situation and sector of activity. Also, they were questioned about their knowledge regarding corporate volunteering, and the answer was dummy coded (1=Yes, 2=No).

In the second section, we sought to evaluate the degree of importance attributed by respondents to the socioethical perception of employer attractiveness (dependent variable). To do so, we asked the respondents to rate the importance of different items which were based in the study developed by Berthon et al. (2005) and related with the application value. Contributions from other studies (Hillebrandt & Ivens, 2012; Ito et al., 2013; Jones et al., 2014; Knox & Freeman, 2006; Plewa et al., 2015) were also incorporated, and answers were rated in a 5-point Likert scale, meaning (1) “*Not important*” and (5) “*Very important*”.

The application value refers to the ethical and humanitarian side of a firm (Berthon et al., 2005). Essentially, it encompasses a set of values and activities which highlight firms’ people and society-oriented mentality (Ito et al., 2013; Turban & Greening, 1997), with emphasis on the honesty, integrity and justice of their decisions (Ito et al., 2013). Therefore, we believe that this value accurately represents the socioethical perception of employer attractiveness.

The main question in this section was: “*Imagine that you are considering to apply for a job in a certain firm. How important for you are the following attributes regarding the potential employer?*”. Table 1 demonstrates the group of questions formulated.

Table 1 – Attributes and questions regarding the perceived socioethical employer attractiveness

Value	Question	Bibliographic Source
Socioethical Employer Attractiveness	1. Humanitarian firm – gives back to society.	(Berthon et al., 2005)
	2. Opportunity to apply what was learned at a tertiary institution.	
	3. Opportunity to teach others what you have learned.	
	4. Consideration for society in decision-making processes.	
	5. The firm believes in the causes that volunteers are applying for.	(Plewa et al., 2015)
	6. The firm enhances acceptance and belonging.	(Ito et al., 2013; Jones et al., 2014)
	7. The firm is people-oriented.	
	8. The firm is objective-oriented.	
	9. Firm culture is based on honesty.	
	10. The firm foments teamwork.	(Plewa et al., 2015)
	11. The firm responds to the needs of others.	(Jones et al., 2014; Knox & Freeman, 2006)
	12. Public reputation and recognition of the firm.	
	13. Firm reputation as an employer.	(Hillebrandt & Ivens, 2012)
	14. Firm reputation amongst my group of friends.	
	15. Personal resemblance with the employer brand image.	

Source: Own elaboration

In the third section, we tried to evaluate respondent's moral cognition of CSR (intermediary variable). As previously referred, CSR is a reliable indicator of corporate morality, and it can be perceived as either normative or instrumental. This dichotomy is based on, respectively, the stakeholder theory and the shareholder theory (Donaldson & Preston, 1995; Evan & Freeman, 1988; Sternberg, 2000), being that the stakeholder theory represents a broad concern with different interests, including those of the community, whereas the shareholder theory is strictly focused on the financial interest of the shareholders.

Hence, we formulated our questions while focusing on the previously referred six core characteristics of CSR proposed by Crane et al. (2013). Respondents were asked to evaluate a set of attitudes according to their personal beliefs, and answers were measured via a 5-point Likert Scale, meaning (1) "*Strongly disagree*" and (5) "*Strongly agree*", as shown in Table 2.

Table 2 – Characteristics and questions regarding perceived corporate morality

CSR Characteristic	Instrumental Perception	Normative Perception	Bibliographic Source
Multiple – stakeholder orientation	Corporate Social Responsibility activities are aimed at the interests of the firms' shareholders.	Corporate Social Responsibility activities consider the interests of various stakeholder groups.	(Crane et al., 2013)
Internalizing externalities	The externalities of firms' actions are not taken into account in firms' decision-making processes	Firms generally consider the negative and positive effects of their actions on other stakeholders' rights.	(Crane et al., 2013; Hamidu et al., 2015)
Voluntary	Firms' Corporate Social Responsibility is typically related with matters of legal compliance.	Corporate Social Responsibility includes voluntary activities beyond the required legal minimums.	(Crane et al., 2013; Hamidu et al., 2015)
Practices and values	Corporate Social Responsibility activities usually have little to no connection with the values of the firm.	Corporate Social Responsibility activities are usually aligned with the values of the firm.	(Bondy et al., 2012; Crane et al., 2013)
Beyond philanthropy	Corporate Social Responsibility essentially consists in community giving and largesse towards the less fortunate.	Corporate Social Responsibility consists in managing how the entirety of the operations of the firm impact society.	(Bondy et al., 2012; Crane et al., 2013)
Balance between objectives	The goal of the firms' Corporate Social Responsibility activities is mainly to improve their financial and reputational performance	Firms' Corporate Social Responsibility activities are performed in order to attain synergies between economic, environmental and social objectives.	(Bondy et al., 2012; Crane et al., 2013)

Source: Own elaboration

Finally, respondents were asked about their interest regarding corporate volunteering (independent variable). Answers were rated using a 5-point Likert scale, meaning (1) “*Strongly disagree*” and (5) “*Strongly agree*”. Table 3 contains the questions formulated in this section.

Table 3 – Questions regarding corporate volunteering

Question:
1. I would be interested in enrolling in a corporate volunteering program.
2. I would be interested in learning more about corporate volunteering programs.
3. Corporate volunteering programs are a viable way for me to get involved with volunteering.

Source: Own elaboration

3.3. Common Method Bias

Considering the contribution and the advices provided by Podsakoff, MacKenzie, Lee and Podsakoff (2003), several actions were undertaken in order to mitigate the risk of common method bias.

As previously referred, although the basis for the questionnaire was provided by studies elaborated in English, we decided to adapt and ask a specialist to translate the questions in Portuguese, to facilitate respondent's interpretation. Therefore, a pilot-test of the final translated questionnaire was delivered to five potential respondents, in order to assess their degree of comprehension of the items contained in it.

Furthermore, it was underlined in the final questionnaire that there were no right or wrong answers, and respondents were asked to answer the questionnaire individually, as participation was both voluntary and anonymous.

Finally, we conducted the Harman's single factor test, whereby we grouped all the manifested items under study into a common factor; We obtained the value of 15.946% (less than 50% (Podsakoff et al., 2003)), suggesting that common method bias does not affect our data, and in turn the results (Podsakoff et al., 2003).

3.4. Data Analysis

After the collection of the questionnaires, data was organized via the MS-Excel tool, and analyzed with resource to the *IBM SPSS Statistics 25* software (*Statistical Package for the Social Sciences*) and the *IBM SPSS AMOS* extension. *IBM SPSS AMOS* is a software which utilizes structural equation modeling (SEM) as standard procedure in order to test hypotheses and obtain insight on complex variable relationships.

On the subject of structural equation modeling, various factors might be of influence in decisions regarding the sample size. In fact, despite the inexistence of a general criteria which adequately indicates the optimal sample size, several proposals have been presented in literature for this matter. For instance, Hair and William (2006) suggest the need for, at least, 5 observations per estimated parameter, whereas Marôco (2014) suggests a minimum

of 5 subjects per estimated parameter or item, which is equivalent to having at least 10 to 15 subjects per manifested variable (Nunnally, 1978).

Variables can be classified as either: manifested and latent. Manifested variables, also designated as observable variables, are measures which can be observed directly (Marôco, 2011), whereas latent variables, also designated as constructs or factors, are variables which are not directly observable, but rather deduced through the existence of manifested variables (Marôco, 2011).

We will begin our analysis through the characterization of the sample. An exploratory factor analysis is developed regarding the constructs of perceived employer attractiveness and perceived corporate morality. Then, a confirmatory factor analysis is developed, which encompasses an analysis of the reliability and validity of each construct, as well as a subsequent characterization of the quality of each variable's adjustment. Concretely, the measure proposed in this study in order to assess corporate morality, despite being grounded in the literature reviewed, represents a relatively new approach and a new measure.

Moreover, a descriptive and correlational analysis are presented and finally the structural equation model is elaborated in order to test the previously proposed hypotheses.

4. Analysis of Results

4.1. Characterization of the Sample

The questionnaire obtained 278 valid responses provided by Portuguese individuals which are currently in different professional situations: 238 of the respondents are students, 2 are unemployed and 38 are employed. Since it is intended to develop this study in the point of view of prospective applicants, we opted to focus solely on students as the targets of analysis; Thus, the unemployed and employed participants were excluded, leaving a sample of 238 respondents.

According to Marôco (2014), an acceptable sample size should contain at least 5 observations per estimated item. Keeping in mind that the proposed theoretical model is composed by 6 variables with a total of 30 items (“Socioethical Employer Attractiveness”: items Q7-1 to Q7-15; “Instrumental CSR”: items Q8-1, Q8-3, Q8-5, Q8-7, Q8-9 and Q8-11; “Normative CSR”: items Q8-2, Q8-4, Q8-6, Q8-8, Q8-10 and Q8-12 and “Corporate Volunteering”: items Q9-1 to Q9-3), the sample should contain at least 150 observations, whereby our sample size (N=238) is arguably adequate.

While monitoring possible situations of missing data, we observed that the item “business sector” (present in section 1 of the questionnaire) displayed only 24 valid responses (indicating cases of student-workers), so, following the advices provided Pestana and Gageiro (2003), this item was excluded from later analyses. Moreover, after inserting the data in the SPSS software, items Q8-7 and Q8-9 from the third section of the questionnaire (perceived corporate morality) were recoded, concretely, by reversing the codes (scale) of the questions.

Finally, almost all of the respondents are enrolled in higher education degrees, hence, due to the high diversity of responses, their respective courses were grouped according to the CNAEF (Classificação Nacional de Áreas de Educação e Formação). The CNAEF was approved and actualized by the Portuguese Ministerial Ordinance N. °256/2005, published on the 16th of March, and outlines the official nomenclature to be used for the purposes of data collection and data processing on vocational education and training.

Regarding section 1 of the questionnaire, Table 4 summarily demonstrates the socio-demographic profile of the sample:

Table 4 – Sociodemographic characterization of the sample

Sociodemographic Characteristic	Responses	Frequency	Percent-age
Gender	Female	107	45.0%
	Male	131	55.0%
Age	< 21 years old	4	1.7%
	21 - 23 years old	155	65.1%
	> 23 years old	79	33.2%
Nationality	Portuguese	238	100.0%
Academic Qualification	Secondary Education	4	1.7%
	Higher Education	234	98.3%
Vocational Education and Training	Arts and Humanities	2	0.8%
	Social Sciences, Trade and Law	206	86.6%
	Sciences, Math and Computer Sciences	4	1.7%
	Engineering, Manufacturing Industries and Construction	17	7.1%
	Health and Social Protection	8	3.4%
	Services	1	0.4%
Knowledge about Corporate Volunteering	Yes	134	56.3%
	No	104	43.7%

Source: Own elaboration

As shown in Table 4, the sample is evenly distributed between male (55.0%) and female (45.0%) individuals, and 100% of the respondents are Portuguese students. Moreover, 98.3% of the students are enrolled in a tertiary institution, being that 86.6% of them are studying in the areas of social sciences, trade and law.

When asked about their knowledge regarding corporate volunteering, 56.3% of the respondents answered that they were familiarized with the concept.

Lastly, it is worth mentioning that 98.3% of the sample is aged equal or above 21 years old, which can be interpreted as an indicator that the respondents are currently in their last year of the bachelor degree, or enrolled in a masters or PhD course.

Regarding the normality test of the data, which is conducted in order to determine whether a particular data set is well-modulated by a normal distribution, we opted to assess normality through the analysis of the skewness and kurtosis of each item. In fact, literature references an acceptable range of values between -2 and 2 for both skewness and kurtosis in order to infer normality (Field, 2009; George & Mallery, 1999; Gravetter & Wallnau, 2016;

West, Finch, & Curran, 1995). Hence, due to the fact that the highest absolute values for skewness and kurtosis are, respectively, 0.778 and 1.136, it is concluded that our data is indeed normally distributed. Also, several authors even suggest that for large enough samples ($N > 100$) the assumption of normality is not necessary, since its violation generally has no significant consequences (Dudley & Dudley, 1999; Guadagnoli & Velicer, 1988).

4.2. Exploratory Factor Analysis

The factorial analysis enables to identify a set of latent variables (constructs) which are formulated in order to explain the observed correlation between a group of manifested (observable) variables (Marôco, 2011). Fundamentally, by assuming that the variables under study possess a correlation between them, this analysis allows to simplify and describe a multidimensional data set through a reduced number of variables, denominated higher order constructs (Osborne, Costello, & Kellow, 2008; Pestana & Gageiro, 2003; Samuels, 2016).

According to Marôco (2014), there are two types of factorial analysis: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Respectively, the first method should be utilized whenever there is no previous empirical information regarding the constructs which explain the correlation between the manifested variables (Marôco, 2014), whereas the second method stems from measures which were previously tested and adapted by other authors (Marôco, 2014).

In sum, the exploratory factor analysis should be adopted in order to determine the validity of the items utilized in the data collection (Samuels, 2016), while the confirmatory factor analysis should be adopted in order to confirm the relationship between the observed variables and their underlying latent constructs (Marôco, 2014). Ultimately, the factor analysis evaluates the quality of the adjustment of a theoretical model in regard to the observed correlations between a set of manifested variables (Marôco, 2014).

4.2.1. EFA: Corporate Morality

One of the variables analyzed in this study is the perceived corporate morality of an organization. Because the variable is not directly observable, we tried to evaluate respondent's moral cognition of CSR through a construct based on six key characteristics of CSR (Bondy et al., 2012; Crane et al., 2013), as shown in Table 5 below. Complementarily, the

literature reviewed supported the premise that an individual's moral perception of a firm's social responsibility was categorized as either instrumental (Basu & Palazzo, 2008) or normative (Basu & Palazzo, 2008; Carroll, 1991).

Since the construct advanced in this study represents a relatively new measure, an exploratory factor analysis was conducted in order to evaluate the validity of the items proposed. In SPSS, the principal components analysis (PCA) is presented as one of the standard methods for factor extraction in the exploratory factor analysis (Marôco, 2014; Thompson, 2007).

Table 5 – Core CSR characteristics and respective items

CSR Characteristic	Items
Multiple-stakeholder orientation	Q8-1; Q8-2
Internalizing externalities	Q8-3; Q8-4
Voluntary	Q8-5; Q8-6
Practices and values	Q8-7; Q8-8
Beyond philanthropy	Q8-9; Q8-10
Balance between objectives	Q8-11; Q8-12

Source: Own elaboration

The obtained value of the Kaiser-Meyer-Olkin (KMO) measure for sampling adequacy (0.690), as well as the Bartlett's test of sphericity of 468.214 ($p < 0.001$), indicate that the exploratory factor analysis using the method of principal components analysis is an adequate procedure in order to analyze the proposed construct (Tabachnick, Fidell, & Ullman, 2007).

Regarding the individual communality of the items, which is a measure that indicates the degree of correlation between an item and the rest of the items (Hogarty, Hines, Kromrey, Ferron, & Mumford, 2005), literature recommends a minimum acceptable value of 0.4 (Hogarty et al., 2005; Osborne et al., 2008; Samuels, 2016). Hence, item Q8-12 was excluded due to its relatively low communality value (0.363).

By utilizing the criteria of eigenvalue higher than 1 as the criteria for factor retention, the output analysis allowed to extract three factors which explain 52.90% of the total variance, respectively: Factor 1 explains 25.41% of the total variance, Factor 2 explains 16.29% of the total variance and Factor 3 explains 11.20% of the total variance. In order to improve the interpretability and scientific utility of the extracted factors, the data was rotated using

the Varimax orthogonal rotation method, with Kaiser normalization, since it is one of the most commonly used methods for factor analysis (Merenda, 1997).

Next, the Cronbach's alpha coefficient was analyzed so as to measure the internal consistency, or reliability, of each of the output factors (Pestana & Gageiro, 2003), which indicated that Factor 1 possesses a Cronbach's alpha of 0.715, Factor 2 possesses a Cronbach's alpha of 0.638 and Factor 3 possesses a Cronbach's alpha of 0.522. Due to the fact that literature recommends, as a rule of thumb, a minimum acceptable level of 0.6 for the Cronbach alpha (Malhotra, 2004; Nunnally, 1978; Pestana & Gageiro, 2003; Peterson, 2000), Factor 3 was excluded from the final scale, with the purpose of enhancing its internal consistency.

According to Osborne et al. (2008), a good factor structure should respect three main conditions: the item loadings should be above 0.3, possible item cross loadings should be avoided or minimized and there should be a minimum number of three items per factor. However, literature generally suggests a stricter cut-off point of 0.4 (Fornell & Larcker, 1981; Marôco, 2014; Williams, Onsman, & Brown, 2010), which was also the threshold adopted in this study. In sum, Factor 1 labeled "Instrumental CSR" is composed by the items Q8-1, Q8-3, Q8-5 and Q8-11, whereas Factor 2 labeled "Strategic CSR" is composed by the items Q8-7, Q8-8, Q8-9 and Q8-10.

As shown below, Table 6 describes the output factors and their respective internal consistency (α), as well as the items that compose them. Moreover, each item's communality (column h^2) and factor loading (column F) measures are also highlighted.

Table 6 – Principal components analysis (orthogonal rotation) in the sample of the population (N=238) regarding corporate morality

Item	Factor 1 ($\alpha = 0.715$)	F	h^2
Q8-1	1. Multiple-Stakeholder Orientation: Corporate Social Responsibility activities are aimed at the interests of the firms' shareholders.	0.730	0.599
Q8-3	2. Internalizing Externalities: The externalities of firms' actions are not taken into account in firms' decision-making processes	0.765	0.596
Q8-5	3. Voluntary: Firms' Corporate Social Responsibility is typically related with matters of legal compliance.	0.550	0.410
Q8-11	4. Balance Between Objectives: The goal of the firms' Corporate Social Responsibility activities is mainly to improve their financial and reputational performance	0.758	0.581
Item	Factor 2 ($\alpha = 0.638$)	F	h^2
Q8-7	1. Practices and values: Corporate Social Responsibility activities usually have little to no connection with the values of the firm.	0.638	0.429
Q8-8	2. Practices and values: Corporate Social Responsibility activities are usually aligned with the values of the firm.	0.661	0.458
Q8-9	3. Beyond philanthropy: Corporate Social Responsibility essentially consists in community giving and largesse towards the less fortunate.	0.713	0.552
Q8-10	4. Beyond philanthropy: Corporate Social Responsibility consists in managing how the entirety of the operations of the firm impact society.	0.710	0.507

Source: IBM SPSS Statistics 25

The obtained results in the exploratory factor analysis indicate a final solution containing two compelling factors: Factor 1, labeled as “Instrumental CSR”, consists of items which reflect a narrow-minded interpretation about firms' CSR policies and practices (Overall, 2016; Skarmeas & Leonidou, 2013; Skarmeas, Leonidou, & Saridakis, 2014).

Regarding Factor 2, although literature suggested a normative assessment of corporate morality, the factor analysis instead clustered two CSR characteristics: practices and values and beyond philanthropy, independently of the type of perception under observation. Hence, Factor 2 was labeled as “Strategic CSR”.

4.2.2. EFA: Socioethical Employer Attractiveness

While building the framework intended to measure the perceived attractiveness of an employer, we sought to evaluate the importance attributed by respondents to different ethical, humanitarian and socially responsible features of a firm. Hence, based on the application value described in the employer attractiveness scale formulated by Berthon et al. (2005), we outlined 15 items from different studies which could enrich this category of attractiveness attributes (Hillebrandt & Ivens, 2012; Ito et al., 2013; Jones et al., 2014; Knox & Freeman, 2006; Plewa et al., 2015). Accordingly, we decided to conduct an exploratory factor analysis for this construct in order to validate the items proposed.

By employing the same methodology as in section 4.2.1., we were able to extract 5 Factors which explain 55.95% of the total variance. However, due to the residual number of items or to the low values of Cronbach's alpha for Factors 2,3,4 and 5, we decided to exclude them (Nunnally, 1978; Osborne et al., 2008).

Ultimately, the exploratory factor analysis delivered good results, since it indicated a construct composed by 7 items associated with the socioethical perception of employer attractiveness, therefore strengthening the original scale; results from the factor analysis are shown in Table 7 below (item factor loading: column F; item communality: column h^2).

Table 7 – Principal components analysis (orthogonal rotation) in the sample of the population (N=238) regarding socioethical employer attractiveness

KMO Test: 0.795

Bartlett's test of sphericity: 570.884 ($p < 0.001$)

Item	Factor 1 ($\alpha = 0.747$)	F	h^2
Q7-1	1. Humanitarian firm – gives back to society.	0.659	0.521
Q7-2	2. Opportunity to apply what was learned at a tertiary institution.	0.680	0.631
Q7-3	3. Opportunity to teach others what you have learned.	0.515	0.516
Q7-4	4. Consideration for society in decision-making processes.	0.637	0.415
Q7-6	5. The firm enhances acceptance and belonging.	0.543	0.528
Q7-9	6. Firm culture is based on honesty.	0.642	0.527
Q7-10	7. The firm foments teamwork.	0.653	0.564

Source: IBM SPSS Statistics 25

4.3. Confirmatory Factor Analysis

With the purpose of operationally defining the constructs under study, a measurement system was assigned to each item considered to be representative of such constructs; Due to this fact, it becomes necessary to test whether these measures are valid and reliable. Also, when evaluating the quality of the adjustment of the theoretical model deemed as representative of the observed correlation matrix between manifested variables (Marôco, 2014), researchers usually resort to one of this methods: i) an adjustment test; ii) empirical indexes provided by the likelihood function or the residual matrix; iii) residual analysis and parameter significance test (Marôco, 2014).

The reliability of a variable, specifically a construct, refers to its measure's properties of consistency and reproducibility (Marôco, 2014). Concretely, a construct is considered as reliable if, for a specific sample, it consistently measures a certain underlying trait (Marôco, 2014). Moreover, this measure is expected to yield similar results across time, in analogous studies (Carmines & Zeller, 1979).

When performing a confirmatory factor analysis, one of the commonly adopted methods in order to measure the reliability of a construct is via the calculation of the Composite Reliability (Fornell & Larcker, 1981) (CR). Specifically, this measure estimates the internal consistency of the factors, indicating the extent by which the items manifest consistency over a certain latent variable (Marôco, 2014). Furthermore, this measure encompasses a range of values between 0 and 1, whereas literature recommends a minimum value of 0.6 in order to ascertain the consistency of the construct (Cortina, 1993; Fornell & Larcker, 1981; Hair & William, 2006; Kline, 2015; Marôco, 2014).

Regarding the validity of a construct, this property allows to understand the degree of credibility of its results in relation to the specific latent variable it intends to measure (Cronbach & Meehl, 1955; Marôco, 2014; Sekaran & Bougie, 2016). According to Marôco (2014), the property of validity is composed by three components: factorial validity, convergent validity and discriminant validity.

The factorial validity is evaluated by the standardized factorial weights, being that all items with values equal or higher than 0.5 possess factorial validity (Marôco, 2014). In turn, the convergent validity is observed through the average extracted variance (AVE),

considering a threshold value of 0.5 in order to conclude that an item holds convergent validity (Marôco, 2014). Finally, the discriminant validity can be determined by performing a Chi-Squared difference test between the proposed model and its analogous perfectly correlated model. (Marôco, 2014).

Taking into account the existence of 2 latent variables in this study, respectively socioethical employer attractiveness and corporate morality (composed by 2 higher order constructs), we sought to evaluate the consistency and validity of each of them.

4.3.1. CFA: Corporate Morality

Considering the results obtained in the exploratory factor analysis, the variable perceived corporate morality is composed by two factors, respectively: Factor 1 labeled as “Instrumental CSR” and factor 2 labeled as “Strategic CSR”. Collectively, these two factors contain a total of 8 items. Through the analysis of the Mahalanobis d-squared, featured in SPSS AMOS, no multivariate outliers were identified.

Briefly, Table 8 synthesizes the standardized regression weights of the items under analysis (column λ); Based on Table 8, it is concluded that all the items proposed possess factorial validity (Marôco, 2014).

Table 8 – Standardized factorial weights regarding corporate morality (default model)

Item	λ	$R^2 (\geq 0.25)$
Q8-1	0.676	0.457
Q8-3	0.666	0.444
Q8-5	0.555	0.308
Q8-11	0.599	0.359
Q8-7	0.517	0.267
Q8-8	0.537	0.288
Q8-9	0.595	0.354
Q8-10	0.564	0.318

Source: IBM SPSS AMOS

The confirmatory factor analysis model of the variable corporate morality is shown in Appendix II, whereas Table 9 highlights the quality of adjustment of the proposed model.

Table 9 – Evaluation of the quality of the adjustment regarding corporate morality

Measure	Reference Values ²	Corporate Morality
Chi-Squared/df	< 2.0 Very Good	1.407
CFI	≥ 0.95 Very Good	0.973
AGFI	≥ 0.95 Very Good	0.950
RMSEA	≤ 0.05 Very Good	0.041
pclose (Prmse ≤ 0.05)	≥ 0.05	0.621
SRMR	< 0.08	0.040

Source: Own elaboration

In order to measure the reliability of the factors proposed, we resorted to the calculation of the Composite Reliability, which as a result indicated that both Factor 1 and Factor 2 possesses a $CR \geq 0.6$ (Marôco, 2014), as illustrated in Table 10. Moreover, the reliability test is also reinforced by the Cronbach's alpha values obtained in the exploratory factor analysis.

Table 10 – Evaluation of the composite reliability regarding corporate morality

Factor	Composite Reliability	$CR \geq 0.6^3$
Factor 1 (Instrumental CSR)	0.72	Yes
Factor 2 (Strategic CSR)	0.64	Yes

Source: Own elaboration

As previously referred, the convergent validity is observed through the average extracted variance (AVE), whereas Table 11 displays the results from the analysis (Marôco, 2014).

Table 11 – Evaluation of the average variance extracted regarding corporate morality

Factor	Average Extracted Variance	$AVE \geq 0.5^4$
Factor 1 (Instrumental CSR)	0.39	No
Factor 2 (Strategic CSR)	0.31	No

Source: Own elaboration

The obtained AVE values turned out to be low. Nonetheless, several authors argue that the reliability analysis is sufficient in order to demonstrate the convergent validity of the proposed model (Borsboom, Mellenbergh, & van Heerden, 2004; Campbell & Fiske, 1959; Moksony, 1990; Ping, 2009). Moreover, despite the low AVE values, all the items analyzed

² Reference values in accordance with Marôco (2014) and Lei and Wu (2007)

³ Reference values in accordance with Marôco (2014)

⁴ Reference values in accordance with Marôco (2014)

are statistically significant ($p < 0.001$), which is a good indicator of the construct's validity (Jackson, Gillaspay Jr, & Purc-Stephenson, 2009).

Finally, in order to measure the discriminant validity of the factors we decided to conduct a Chi-Squared difference test (Bagozzi, Yi, & Phillips, 1991; Brooke, Russell, & Price, 1988; Marôco, 2014) to assess whether there is a significant difference between the proposed model with a perfect correlation between factors (χ^2_r), $\phi_{ij}=1$, and the model with a free ϕ_{ij} (χ^2_u); Table 12 summarizes the results of the test.

Table 12 – Chi-squared difference test ($\alpha = 0.05\%$)

$$\chi^2_{(0.95;1)} = 3,841^5$$

Measure	Perfectly Correlated model	Proposed Model
Chi-Squared	109.026	26.729
Degrees of freedom	20	19

Source: Own elaboration

Given that 82.297 ($109.026 - 26.729$) is higher than 3.841 we reject H_0 , thus concluding that the correlation between the two factors is significantly different than 1, which in turn is an indicator of the discriminant validity of the factors (Marôco, 2014).

Additionally, we performed a second order confirmatory factor analysis (Appendix III), whereby we obtained the following results: Cmin/df= 3.675 (acceptable); CFI= 0.814 (good); AGFI= 0.881 (good); SRMR= 0.073 and PCLOSE=0.000.

4.3.2. CFA: Socioethical Employer Attractiveness

The variable socioethical employer attractiveness is composed by one factor, which refers to firms' core values and devotion towards the improvement and enhancement of the community's well-being. This factor encompasses a total of 7 manifested variables or items.

Through the analysis of the Mahalanobis d-squared, featured in SPSS AMOS, we identified the existence of 2 observations (observations 92 and 93) considered as multivariate outliers (Kline, 2015; Marôco, 2014), which were excluded from this analysis (p_1 and $p_2 < 0.001$).

⁵ Based on the Chi-Squared distribution table on the percentile 0.95 with 1 degree of freedom

Briefly, Table 13 synthetizes the standardized regression weights of the items under analysis (column λ).

Table 13 – Standardized factorial weights regarding socioethical employer attractiveness (default model)

Item	λ	$R^2 (\geq 0.25)$
Q7-1	0.587	0.345
Q7-2	0.491	0.241
Q7-3	0.500	0.250
Q7-4	0.548	0.300
Q7-6	0.529	0.280
Q7-9	0.687	0.472
Q7-10	0.689	0.475

Source: IBM SPSS AMOS

As shown in Table 13, all the items displayed standardized factorial weights higher or equal than 0.5 (item Q7-2 is slightly below, but still acceptable), which is satisfactory in order to infer that those items possess factorial validity. (Marôco, 2014). Thus, the adjusted confirmatory factor analysis model of the construct socioethical employer attractiveness is shown in Appendix IV, whereas Table 14 highlights the quality of adjustment of the proposed model.

Table 14 – Evaluation of the quality of the adjustment regarding socioethical employer attractiveness

Measure	Reference Values ⁶	Socioethical EA
Chi-Squared/df	~ 1 Excellent	0.996
CFI	≥ 0.95 Very Good	1.000
AGFI	≥ 0.95 Very Good	0.967
RMSEA	≤ 0.05 Very Good	0.000
pclose (Prmse ≤ 0.05)	≥ 0.05	0.865
SRMR	< 0.08	0.031

Source: Own elaboration

In order to measure the reliability of the factor proposed, we resorted to the calculation of the Composite Reliability, which as a result indicated that Factor 1 possesses a $CR > 0.6$ (Marôco, 2014), as illustrated in Table 15. Moreover, the reliability test is also reinforced by the Cronbach's alpha value of 0.75 obtained in the Exploratory factor analysis.

⁶ Reference values in accordance with Marôco (2014) and Lei and Wu (2007)

Table 15 – Evaluation of the composite reliability regarding socioethical employer attractiveness

Factor	Composite Reliability	CR ≥ 0.6 ⁷
Factor 1 (Socioethical EA)	0.78	Yes

Source: Own elaboration

As previously referred, the convergent validity is observed through the average extracted variance (AVE), whereas Table 16 displays the results from the analysis (Marôco, 2014).

Table 16 – Evaluation of the average variance extracted regarding socioethical employer attractiveness

Factor	Average Extracted Variance	AVE ≥ 0.5 ⁸
Factor 1 (Socioethical EA)	0.34	No

Source: Own elaboration

The obtained AVE value turned out to be low. Nonetheless, several authors argue that the reliability analysis is sufficient in order to demonstrate the convergent validity of the proposed model (Borsboom et al., 2004; Campbell & Fiske, 1959; Moksony, 1990; Ping, 2009). Moreover, despite the low AVE value, all the items analyzed are statistically significant ($p < 0.001$), which is a good indicator of the construct's validity (Jackson et al., 2009).

Finally, concerning the independent variable of this study, corporate volunteering, because the measure advanced in this study is only composed by three items which directly measure prospective applicant's propensity regarding the engagement in a corporate volunteering program, the variable was considered as a manifested variable (Marôco, 2014), and computed by calculating the mean value of each respondents' score for the three items (Q9-1, Q9-2 and Q9-3).

4.4. Descriptive and Correlational Analysis

Following the factorial analysis, with resource to the IBM SPSS software we decided to analyze the means of the variables under study: corporate volunteering (CV), socioethical employer attractiveness (SEA), corporate morality (CM), instrumental CSR (ICSR), strategic CSR (SCSR), in order to understand which are more valued by respondents. Also, with resource to the IBM SPSS software we calculated the Pearson correlations of the variables under study, as well as of the sociodemographic information, in order to understand how

⁷ Reference values in accordance with Marôco (2014)

⁸ Reference values in accordance with Marôco (2014)

these were correlated (p -value= 0,01 and p -value= 0,05). In order to obtain a unidimensional measurement of corporate morality, when computing the variable, the construct ICSR was reverse coded; Information can be consulted in

Table 17 below.

Table 17 – Descriptive statistics and Pearson correlations of the sociodemographic information (age, gender, academic qualification, course and knowledge about CV) and the variables under study

Variable	Descriptive Statistics		Pearson Correlations									
	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	-	-	1	-	-	-	-	-	-	-	-	-
2. Age	-	-	.085	1	-	-	-	-	-	-	-	-
3. Academic Qualification	-	-	.079	.046	1	-	-	-	-	-	-	-
4. Course	-	-	.144*	.011	.043	1	-	-	-	-	-	-
5. Knowledge about CV	1.437	0.497	.081	-.079	-.017	.129*	1	-	-	-	-	-
6. SEA	3.380	.573	-.079	-.095	-.280**	.263**	-.075	1	-	-	-	-
7. CV	4.092	.538	-.059	-.089	-.099	.129*	-.162*	.454**	1	-	-	-
8. ICSR	2.433	.662	.081	.051	.123	.037	.170**	-.486**	-.413**	1	-	-
9. SCSR	3.965	.558	-.185**	.028	.109	-.040	.013	-.009	.224*	-.226**	1	-
10. CM	3.766	.479	-.164*	-.019	-.021	-.049	-.110	.330**	.416**	-.823**	.739**	1

Legend: Gender: 1- female 2- male; Academic Qualification: 1- secondary education 2- higher education; Course: 1- arts and humanities 2- social sciences, trade and law 3- sciences, math and computer sciences 4- engineering, manufacturing industries and construction 5- health and social protection 6- services; Knowledge about CV: 1- yes 2- no; SEA: 1- not important 2- slightly important 3- important 4- significantly important 5- very important; CV: 1- strongly disagree 2- disagree 3- indifferent 4- agree 5- strongly agree; ICSR: 1- strongly disagree 2- disagree 3- indifferent 4- agree 5- strongly agree; SCSR: 1- strongly disagree 2- disagree 3- indifferent 4- agree 5- strongly agree; CM: 1- strongly disagree 2- disagree 3- indifferent 4- agree 5- strongly agree;

** The correlation is significant at the 0,01 level (bilateral).

* The correlation is significant at the 0,05 level (bilateral).

Source: IBM SPSS

As shown in

Table 17, results indicate that respondents seemingly hold a special consideration towards corporate volunteering (mean value of 4.092); Moreover, it is observable that there is a positive correlation between CV and socioethical employer attractiveness (0.454). Furthermore,

Table 17 indicates that both instrumental CSR and strategic CSR possess strong correlations with the variable corporate morality (-0.823 and 0.739, respectively). However, in

⁹ When computing the variable “Corporate Morality” the construct “Instrumental CSR” was reverse coded

the case of ICSR this correlation is negative, indicating that as individuals perceive firms' socially responsible actions as more egoistic, or in other words a higher mean value for ICSR, the firm is also perceived as less moral. This conclusion is also coherent with the negative correlation between ICSR and the other variables under study (-0.486 for SEA and -0.413 for CV), indicating that as a firm is perceived as more egoistic, its socioethical employer attractiveness diminishes, as well as the propensity to engage in CV.

It is also observable that corporate morality possesses a positive correlation with both socioethical employer attractiveness (0.330) and corporate volunteering (0.416). Hence, it is concluded that there are significant correlations between all of the variables for a level of p -value of 0.01.

Regarding the correlation between the sociodemographic profile of the sample and the variables under study,

Table 17 shows that the variable gender possesses a negative correlation with the variables SCSR (-0.185) and CM (-0.164). The variable course possesses a positive correlation with the variables SEA (0.263) and CV (0.129). Although, as a rule of thumb, the values for these correlations are considered negligible (Hinkle, Wiersma, & Jurs, 2003), their significance is nonetheless indicative that gender may be of influence in the assessment of corporate morality, while the type of vocational education may be of influence in the perceived importance attributed to the socioethical attractiveness of a potential employer, as well as in the propensity to engage in a corporate volunteering program.

Lastly, it is observable in

Table 17 that the variable knowledge about CV possesses a negative correlation with CV (-0.162) and a positive correlation with ICSR (0.170), which indicates that as the knowledge regarding CV decreases (higher mean value), the propensity to engage in CV also decreases. Thus, we decided to compare the value attributed by respondents to the opportunity to engage in a corporate volunteering program, based on their previous knowledge of the concept. Results are displayed in Table 18.

Table 18 – Descriptive statistics (mean, standard deviation) of the knowledge regarding CV

Descriptive Statistics			
Previous Knowledge?	N	Mean	Standard Deviation

Yes	134	4.169	0.548
No	104	3.994	0.511

Source: IBM SPSS

The information contained in Table 18 shows that respondents which were already familiarized with the concept were relatively more prone to be involved with corporate volunteering. Nonetheless, the overall interest regarding CV is seemingly above average.

4.5. Structural Equation Modeling and Hypotheses Testing

The structural equation modeling is a generalized modulation technique which is adopted in order to test the relationships between manifested and latent variables (Marôco, 2014), and it encompasses two types of models: the measurement model and the structural model. In fact, the first one establishes whether and how the latent variables are operationalized by their respective manifested variables (items) (Marôco, 2014), whereas the second one defines the causal links between the variables under study (Marôco, 2014).

Accordingly, with this section we intend to understand and evaluate the relationships between the manifested and latent variables analyzed in this study, based on the previously proposed model¹⁰. Thus, after assessing the validity and reliability of the latent variables, we then decided to utilize the SPSS AMOS software in order to measure the quality of adjustment of the structural equation model. Figure 2 below represents the scheme designed in SPSS AMOS.

¹⁰ See Figure 1 – “Framework and hypothesis formulated”

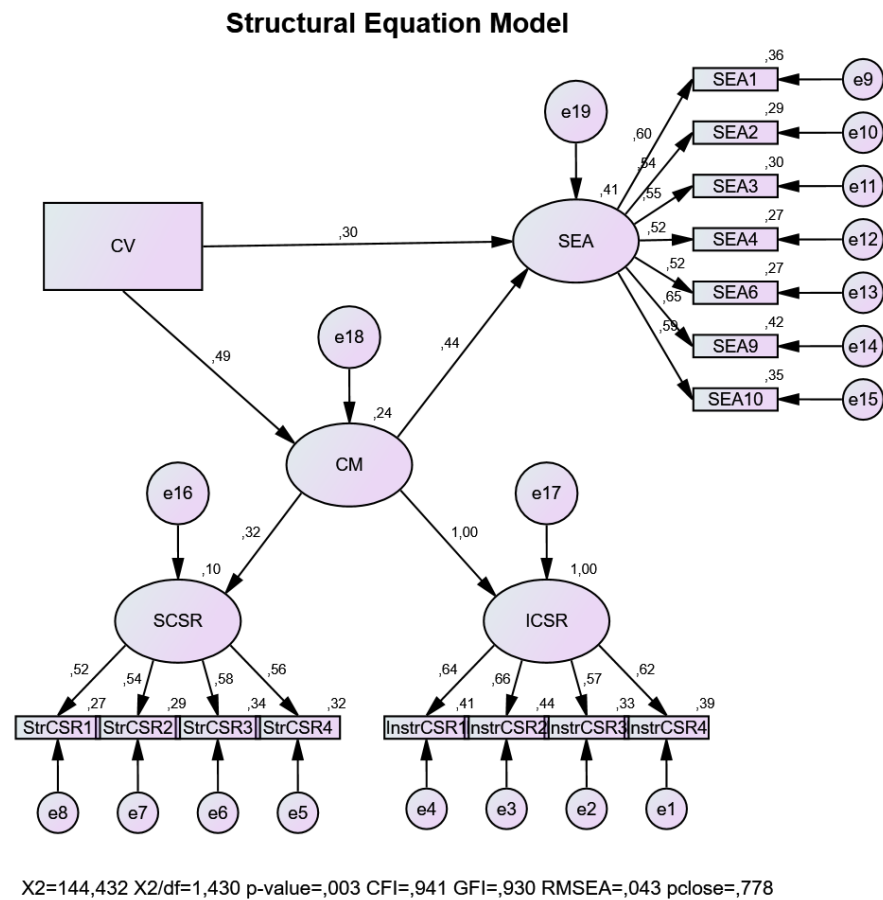


Figure 2 – Structural Model

Table 19 summarizes the information regarding the quality of adjustment, based on the values proposed by Marôco (2014) (and also Lei and Wu (2007)):

Table 19 – Evaluation of the quality of the adjustment regarding the structural model

Measure	Reference Values ¹¹	Default Model
Chi-Squared/df	< 2.0 Very Good	1.430
CFI	> 0.8 Good	0.941
AGFI	> 0.8 Good	0.905
RMSEA	≤ 0.05 Very Good	0.043
pclose (Prmse ≤ 0.05)	≥ 0.05	0.778
SRMR	< 0.08	0.06

Source: Own elaboration

¹¹ Reference values in accordance with Marôco (2014) and Lei and Wu (2007)

As shown in Table 19, the quality of adjustment of the structural model is very good in terms of Chi-Squared/degrees of freedom (1.430). Moreover, it presents a good value for both CFI (0.941) and AGFI (0.905), as well as a very good value for RMSEA (0.043). Lastly, the structural model possesses a good SRMR value of 0.06 (Marôco, 2014).

In this section, with resource to the SPSS AMOS software, we assessed the validity and statistical significance of the hypotheses formulated in this study. Table 20 highlights the results obtained.

Table 20 – Standardized path coefficients, standardized errors (S.E.), critical ratios (C.R.) and p-values

Regression Weights (Group number 1 – Default Model)			Estimate	S.E.	C.R.	P
CM	<---	CV	0.489	0.093	6.011	***
SCSR	<---	CM	0.317	0.079	3.080	0.002
ICSR	<---	CM	0.999			
SEA	<---	CV	0.297	0.087	3.615	***
SEA	<---	CM	0.443	0.099	4.146	***

Source: IBM SPSS AMOS

Note that SPSS AMOS only considers statistically significant values of p-values lower or equal than 0.05 ($p\text{-value} \leq 0.05$). Hence, one can claim that hypotheses **H1 (0.297)**, **H2 (0.489)** and **H3 (0.443)** were validated for a $p\text{-value} \leq 0.05$.

Subsequently, given the positive relationship between corporate morality and the perceived attractiveness of an employer, we decided to test a possible indirect effect of CV on employer attractiveness mediated by corporate morality, as illustrated in Table 21.

Table 21 – Indirect effect mediated by corporate morality

Standardized Indirect Effect	CV	CM	SEA
CM	0.000	0.000	0.000
SEA	0.217	0.000	0.000

Source: IBM SPSS AMOS

Based on the results provided by Table 21, one can conclude that the standardized indirect effect of corporate volunteering on the socioethical perceived attractiveness of an employer is equal to 0.217. Therefore, due to an indirect effect (corporate morality) of CV on SEA, when the standard deviation of CV increases by one unit, the standard deviation

of SEA increases by 0.217, independently of the existence of any direct effect provoked by corporate volunteering on the socioethical perceived employer attractiveness.

Moreover, with resource to the Bootstrap simulation in the SPSS AMOS software (Marôco, 2014), we decided to conduct the Sobel test (adapted for latent variables), which indicated that the standardized indirect effect of CV on SEA is significantly different from zero at the 0.001 level (p -value= 0.001, two-tailed). Thus, the indirect effect of CV on SEA is significant for a p -value $\leq$ 0.001.

In sum, considering the standardized direct effect value of 0.297 (p -value= 0.001, two-tailed), the standardized total effect of corporate volunteering on the socioethical perception of employer attractiveness is significant for a p -value $\leq$ 0.001 and equal to 0.514 (Marôco, 2014). Table 22 summarizes the results from hypotheses testing.

Table 22 – Validation of the hypotheses under study

Proposed Hypotheses	Validation
H1: For prospective applicants, the opportunity to engage in a corporate volunteering program is positively related with the socioethical perceived attractiveness of an employer.	Validated
H2: The opportunity to engage in a corporate volunteering program is positively related with the perception of corporate morality.	Validated
H3: The perception of corporate morality is positively related with the socioethical perceived attractiveness of an employer.	Validated
H4: The positive relationship between the opportunity to engage in a corporate volunteering program and the socioethical perceived employer attractiveness is mediated by the perception of corporate morality.	Validated

Source: Own elaboration

5. Main Conclusions, Contributions and Limitations

5.1. Discussion of the Results and Conclusions

This study attempted to fill a gap in the literature by examining the relationship between the opportunity to engage in a corporate volunteering program and the socioethical perceived attractiveness of an employer, in the point of view of prospective applicants. Complementarily, this study analyzed the relationship between corporate volunteering and the perception of corporate morality. Accordingly, a theoretical model was elaborated, based on the literature reviewed, whereby it was validated the existence of a positive direct relationship between CV and perceived employer attractiveness, CV and perceived corporate morality and between perceived corporate morality and perceived employer attractiveness. Finally, it was observed that CV could prompt indirect effect on the socioethical perception of employer attractiveness, mainly due to the mediating mechanism of the individual cognition of corporate morality.

The employed methodology (quantitative via survey by questionnaire) for the analysis of the proposed model was developed while taking into account the contributes from literature. Through an extensive factor analysis, it was possible to determine and confirm the validity and reliability of the proposed measures, in order to analyze the theoretical model and test the advanced hypotheses. Subsequently, a structural equation model was developed so as to appraise the relationships between the manifested and latent variables outlined in this study.

Within the spectrum of CSR initiatives, corporate volunteering programs represent a common and fast growing tool adopted by firms in order to foment their involvement with the community, through discretionary donations of time (Grant, 2012; van der Voort et al., 2009). Corporate volunteering differs from other types of volunteering due to the discretionary involvement of the firm with the volunteering (van der Voort et al., 2009), and it is believed to be able to produce a wide range of advantages for firms (Caligiuri et al., 2013; Magalhães & Ferreira, 2014; Plewa et al., 2015; Samuel et al., 2013).

Considering the recent increase in public awareness regarding firms' social practices and business ethics (Deloitte, 2014; Gunthorpe, 1997), managers from different functional

areas frequently need to address the demands and pressures from various stakeholder groups regarding the adoption of socially responsible policies and practices (Jawahar & McLaughlin, 2001; McWilliams & Siegel, 2001). Therefore, managers are intrinsically assigned to the duty of upholding the moral integrity of their firms (Evan & Freeman, 1988; Paine, 1994). For this study, in order to try to obtain more accurate and realistic results, we decided to analyze the perceived attractiveness of a potential employer while focusing on the ethical, humanitarian and social features of the firm – socioethical employer attractiveness (Berthon et al., 2005, p. 158). Through the factor analysis we were able to enrich the set of items proposed in the employer attractiveness scale developed by Berthon et al. (2005) and pertaining to the application value.

Regarding the variable corporate morality, literature suggested that individuals generally perceive a firm's CSR commitment as either instrumental (Basu & Palazzo, 2008) or normative (Basu & Palazzo, 2008), derived from, respectively, the shareholder theory and the stakeholder theory. Moreover, despite this dichotomy, analyses were performed based on six CSR characteristics identified by Crane et al. (2013), which according to the authors are transversal across most of the CSR studies and definitions. However, the factor analysis did not fully provide the expected results, particularly for the case of the normative items; Instead, it clustered two CSR characteristics (beyond philanthropy and practices and values), encompassing two instrumental items and two normative items.

Based on the literature, it is comprehensible to why the instrumental items manifested more expressively compared to the normative items (variable "Instrumental CSR"), since individuals tend to be relatively more sensitive towards negative impressions over positive ones (Duarte et al., 2014; Sheel & Vohra, 2016). Thus, when an action promoted by a firm is perceived as less benevolent and/or more egoistic (Hahn, 1991; Takala & Pallab, 2000), it is expectable that it will have a determinant weighting on the cognition of corporate morality (Baumeister et al., 2001; Epley, Caruso, & Bazerman, 2006). In fact, the mean value of 2.433 for ICSR (shown in

Table 17) indicates individuals' disagreement regarding firms' instrumental or egoistic policies and actions, since a high value in this variable implies that the firm is perceived as more egoistic. Moreover, based on the Pearson correlations shown in

Table 17, one can claim that ICSR holds a higher contribution (absolute value of 0.823) than SCSR (0.739) for the moral assessment of firms' policies and actions. Essentially, in accordance with the results provided by Skarmeas and Leonidou (2013), the strong negative correlation between ICSR and corporate morality suggests that stakeholder-driven actions promoted by firms can effectively generate detrimental perceptions of corporate morality.

Concerning the variable "Strategic CSR", we argue that the linkage between the two CSR features is indeed strong, given that the main debate about beyond philanthropy stipulates whether a firm should focus on integrating CSR into its everyday business practice (Porter & Kramer, 2002; Visser, 2011), instead of simply engaging in discretionary philanthropic activities (Crane et al., 2013; Obalola, 2008; Tracey, Phillips, & Haugh, 2005). Thus, we designated this variable as a strategic/systematic CSR (Visser, 2011), which captures somehow the alignment between the firm's strategy and its values/beliefs. By purposely integrating a socially responsible strategy within the nexus of firms' mission and values, CSR may consequently be treated as an intrinsic moral duty (Looser & Wehrmeyer, 2015; Vlachos, Panagopoulos, & Rapp, 2013), which can in turn lead to warmth inferences of sincerity and trustworthiness regarding firms' true CSR intentions (Story & Neves, 2015).

In sum, this holistic interpretation of CSR (Idemudia, 2010) suggests a perception of corporate morality which, instead of simply being classified as either egoistic (instrumental) or altruistic (normative), rather encompasses one's evaluation regarding the alignment between the firm's strategic goals and its CSR practices (Elving, 2010; Hess, Rogovsky, & Dunfee, 2002b; Ramasamy & Yeung, 2009). Given the mean values of 3.965 for SCSR, one can claim that individuals believe that there should be a strategic alignment between the firm's values, its everyday practice and CSR.

Due to the fact that corporate volunteering is the variable with the highest mean value of 4.092 (as shown in the descriptive analysis of the data), it is observed that individuals seemingly hold a high consideration towards corporate volunteering. Whether individuals are indeed prone to engage in CV, or simply keen on learning more about the concept, it is trustworthy to conclude that it is a theme with a growing interest amongst the Portuguese population. This conclusion is especially important when taking into account that CV is still believed to be in an embryonic phase in Portugal (Magalhães & Ferreira, 2014; Serapioni,

Ferreira, & Lima, 2013), since it might enhance firms' impetus for adopting this type of initiative in the Portuguese business context.

In light of the primary objective of this study, and based on the results provided by the **H1** test, it is concluded that there is a positive relationship between corporate volunteering and the socioethical perceived employer attractiveness. Therefore, one can claim that this variable should be taken into account by firms, which proves to be consistent with the idea advanced by Tuffrey (1995) that corporate community involvement activities, namely CV, hold a positive effect in terms of perceived employer attractiveness. Hence, an employer's value proposition integrating corporate volunteering as part of its community involvement activities will likely be perceived as more attractive in a socioethical point of view (Jones et al., 2014; Michaels et al., 2001; Tuffrey, 1995).

Furthermore, we also verified, through the results of the **H4** test, the existence of an indirect relationship between CV and employer attractiveness, mainly due to the mediating effect of corporate morality. On the one hand, based on the results of the **H2** test, it is concluded that there is a strong positive relationship between corporate volunteering and perceived corporate morality, which is consistent with the insight proposed by Plewa et al. (2015) that CV programs foment a feeling of intimacy between individuals and firms, consequently creating a perception of morality as part of the firms' intrinsic traits.

Also, considering the conceptual distinction of the different types of employee volunteerism provided by Peloza and Hassay (2006), in the case of intra-organizational volunteerism (p. 357) the firm is responsible for the proactive development of the volunteering opportunity, indicating that the implementation of such programs requires the previous elaboration of a general top-down CSR strategy (Hargrave, 2015; Houghton et al., 2009; Sharp & Zaidman, 2010). This fact arguably reflects the firm's intentional efforts to internalize CSR, which therefore may enhance a moral sense of social responsibility in the minds of the individuals.

On the other hand, provided by the results of the **H3** test, this study demonstrated that the moral evaluation of firms' involvement with society can be of influence on the perceived attractiveness of an employer, which corroborates and extends the conclusions presented by Story and Neves (2015). Concretely, the authors suggested that individuals can be relatively more concerned with the motives behind firms' CSR practices than with the

content of such practices. However, their study was elaborated on the perspective of employee behavior, whereas this study extends these conclusions for the case of prospective applicants, since a moral CSR perception is positively related with the socioethical perceived attractiveness of a potential employer.

In sum, independently of the existence of a direct relationship between CV and employer attractiveness, this indirect relationship shows that individuals who perceive CV as an altruistic initiative of a firm (Looser & Wehrmeyer, 2015) generally possess a more favorable assessment in terms of corporate morality, which may lead to a higher level of employer attractiveness.

5.2. Theoretical and Practical Implications

Above all, through the present study it was understood that corporate volunteering programs constitute a desired and pertinent tool that should be adopted by firms (employers) in order to establish a strong position in the job market. Therefore, these findings are particularly useful for the area of human resources management, which is in charge of finding the most adequate applicants in the job market.

Moreover, this study had the collaboration of students from different vocational areas which were generally aged equal or above 21 years old, indicating that they were in their last year of the bachelor degree, or enrolled in a masters or PhD course. Therefore, because most of the respondents are on the verge of starting their professional careers, it allowed to have a more accurate view of the job market's priorities and interests.

Corporate volunteering is a concept that is yet maturing within the Portuguese business environment. As such, this study delivers useful insights regarding Portuguese applicants' growing interest around CV, their concerns about the social, ethical and humanitarian attributes of firms and their beliefs regarding the morality of firms' social policies and actions. Hence, it allowed to comprehend that by developing a structured corporate volunteering program, an employer may be able to foment other essential concepts for prospective applicants, respectively employer attractiveness and corporate morality.

Finally, for the variable of corporate morality, we noticed that there is a theoretical lack of measurement instruments for this variable, since evaluating corporate morality is

considered a complex process. Consequently, due to the fact that most of the studies around the topic are tendentially conceptual and qualitative, the measure advanced in this study might be a useful tool for future studies, which represents an important theoretical and methodologic contribute for the literature. Nonetheless, it is pertinent to note that this measure should be validated in future studies.

Concluding, we argue that corporate volunteering programs should be more frequently discussed as a viable initiative to be implemented by firms, particularly in the Portuguese business environment. In fact, considering the increasing degree of competitiveness in the job market, it is crucial for employers to adapt to this dynamic scenario and communicate a value proposition which is attractive, competitive and different (Backhaus & Tikoo, 2004), so as to try to obtain sustained competitive advantages.

5.3. Limitations and Future Researches

This study has some limitations that should be acknowledged and considered in future studies, namely the diversity of the sample, since it was essentially formed by students enrolled in the University of Porto. Because the majority of the sample was studying in areas of social sciences, trade and law, it constrained other analyses of the job market, while focusing on alternative (specific) vocational areas. Thus, a throughout analysis developed on a particular vocational area might lead to different conclusions, as a comparison between vocational areas was not done. Moreover, in order to avoid the elaboration of an excessively extensive questionnaire, we opted to analyze the variable corporate volunteering through a measure composed only by three questions; This decision might have slightly diminished the validity of the study.

Regarding the suggestions for future studies, it would be interesting to analyze the relationship between corporate volunteering and employer attractiveness based on a longitudinal research, since the attractiveness attributes are believed to vary over time (Reis & Braga, 2016). Furthermore, based on the results obtained in this study, another suggestion would be to understand how firms are competitively integrating corporate volunteering in their business strategy, and try to adapt the results to the Portuguese business environment.

Finally, it is worth noting that a global analysis of the employer attractiveness attributes was not considered. In fact, different individuals prioritize distinct attractiveness

attributes, and, as such, we believe it would be pertinent to study how individuals would favor corporate volunteering over other more traditional attractiveness factors.

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Appendix I – Questionnaire

Impacto do Voluntariado Empresarial na atratividade do empregador

Este questionário é realizado no âmbito da minha dissertação de Mestrado, em Gestão, na Faculdade de Economia da Universidade do Porto (FEP). O objetivo deste estudo é perceber o impacto que os programas de Voluntariado Empresarial poderão ter sobre a atratividade do empregador.

O tempo estimado de resposta ao questionário é de 5 minutos e é garantida a total confidencialidade dos dados obtidos. Não há respostas certas nem erradas.

Obrigada pela sua colaboração.

***Obrigatório**

Dados demográficos

1. Género *

Marcar apenas uma oval.

- ☐ Feminino
☐ Masculino

2. Idade *

3. Nacionalidade *

4. Habilitações Literárias *

Marcar apenas uma oval.

- ☐ Ensino Básico
☐ Ensino Secundário
☐ Ensino Superior (Licenciatura/Mestrado/Doutoramento)

5. Situação Profissional *

Marcar apenas uma oval.

- ☐ Estudante
- ☐ Desempregado
- ☐ Trabalhador por conta de outrem
- ☐ Trabalhador por conta própria
- ☐ Reformado/Aposentado

6. Em que área científica/curso terminou os seus estudos? *

7. Caso esteja a trabalhar qual o sector de atividade da sua organização?

8. Está familiarizado com o conceito de Voluntariado Empresarial? *

Os programas de voluntariado empresarial são um conjunto de ações organizadas que uma organização desenvolve no sentido de envolver os seus colaboradores em atividades de voluntariado, motivando-os a participarem nestas.

Marcar apenas uma oval.

- ☐ Sim
- ☐ Não

Valores Organizacionais

Imagine que está a ponderar candidatar-se a uma nova organização (ou primeira organização) para trabalhar. Quão importantes para si são os seguintes atributos relativos ao potencial empregador?

9. A organização é humanitária – Procura criar um impacto na sociedade *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

10. A organização proporciona a oportunidade de aplicar o que aprendeu numa instituição de ensino superior *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

11. A organização proporciona a oportunidade de ensinar a outros o que aprendeu *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

12. A organização tem consideração pela sociedade nas decisões que toma *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

13. A organização acredita nas causas pelas quais os voluntários se candidatam *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

14. A organização proporciona um sentimento de pertença e de aceitação *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada importante	☐	☐	☐	☐	☐	Muito importante

15. A organização possui uma orientação para as pessoas *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

16. A organização possui uma orientação para a concretização de objetivos *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

17. A organização possui uma cultura baseada na honestidade *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada importante	☐	☐	☐	☐	☐	Muito importante

18. A organização fomenta o espírito de equipa *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

19. A organização tem consideração pelas necessidades dos outros *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

20. A organização tem uma boa reputação e reconhecimento público *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

21. A organização tem uma boa reputação enquanto entidade empregadora *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

22. A organização tem uma boa reputação entre o meu círculo de amigos *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

23. Identificar-me com a imagem da organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Nada Importante	☐	☐	☐	☐	☐	Muito Importante

Cognição da moralidade da organização

Avalie por favor as seguintes atitudes com base nas suas crenças pessoais

24. As actividades de Responsabilidade Social Corporativa desenvolvidas pelas organizações visam sobretudo os interesses dos seus acionistas *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

25. As actividades de Responsabilidade Social Corporativa têm em consideração os interesses de várias partes interessadas da organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

26. Geralmente, as organizações ponderam quais os efeitos positivos e negativos das suas ações apenas para benefício próprio *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

27. Geralmente, as organizações ponderam quais os efeitos positivos e negativos das suas ações sobre os direitos de várias partes interessadas *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

28. As actividades de Responsabilidade Social Corporativa das organizações tipicamente cumprem apenas as obrigações e responsabilidades legais *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

29. A Responsabilidade Social Corporativa numa organização inclui habitualmente actividades voluntárias que se estendem além dos mínimos legais obrigatórios *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

30. As actividades de Responsabilidade Social Corporativa de uma organização normalmente têm pouca, ou mesmo nenhuma, conexão com os seus valores *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

31. As actividades de Responsabilidade Social Corporativa de uma organização normalmente estão alinhadas com os valores da organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

32. As actividades de Responsabilidade Social Corporativa são habitualmente desenvolvidas pelas organizações de modo aleatório ou pouco sistemático *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

33. As actividades de Responsabilidade Social Corporativa que as organizações desenvolvem estão habitualmente integradas no plano estratégico das mesmas *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

34. A intenção das organizações com o desenvolvimento das actividades de Responsabilidade Social Corporativa é sobretudo a de melhorar o desempenho financeiro e reputação das próprias organizações *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

35. A intenção das organizações com o desenvolvimento das actividades de Responsabilidade Social Corporativa é sobretudo a de contribuir para a criação de sinergias entre os seus objectivos e as preocupações da comunidade *

Marcar apenas uma oval

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

Voluntariado Empresarial

36. Estaria interessado em candidatar-me a um programa de Voluntariado Empresarial *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

37. Estaria interessado em saber mais sobre os programas de Voluntariado Empresarial *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

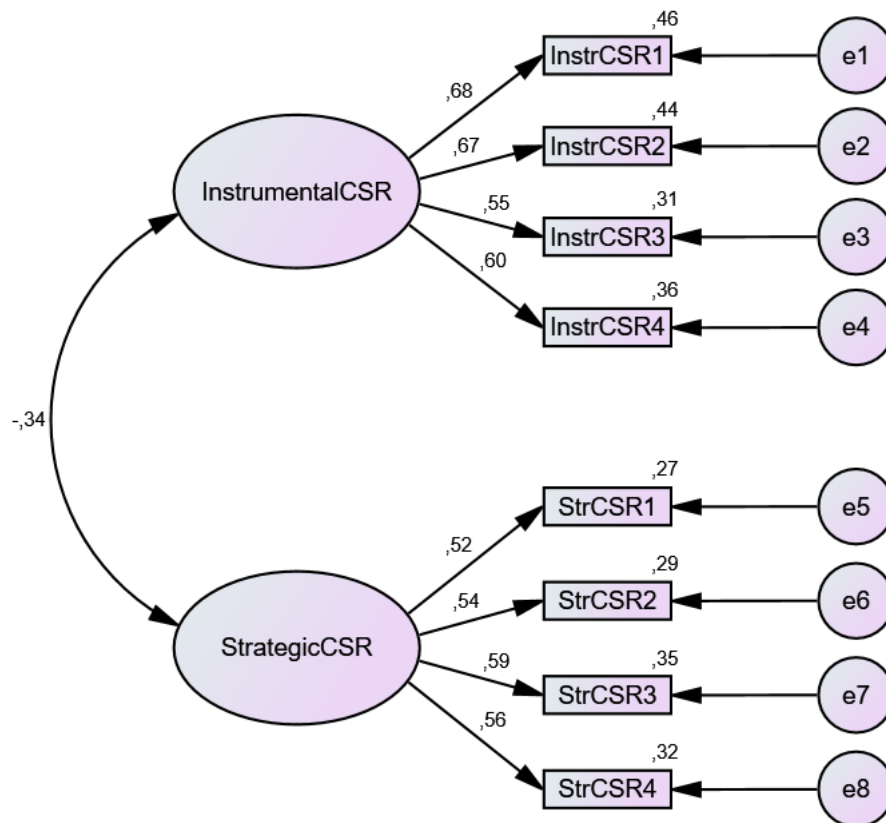
38. Os programas de Voluntariado Empresarial são uma forma viável para eu me envolver com o voluntariado *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	☐	☐	☐	☐	☐	Concordo totalmente

Appendix II – Confirmatory Model Perceived Corporate Morality

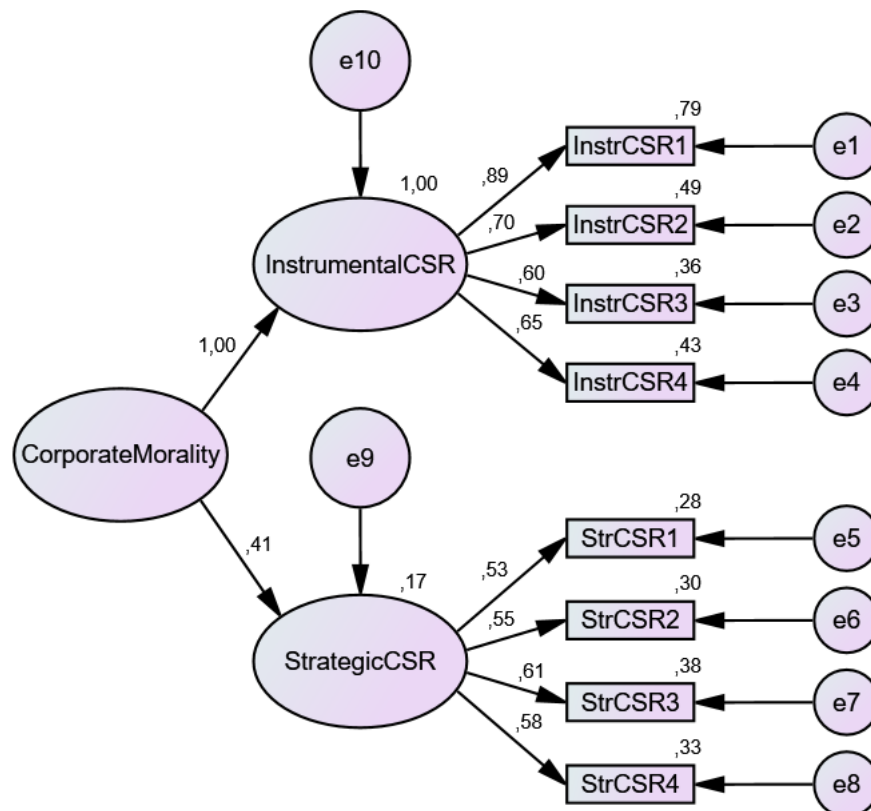
Confirmatory Model Perceived Corporate Morality



$\chi^2=26,729$ $\chi^2/df=1,407$ $p\text{-value}=,111$ $CFI=,973$ $GFI=,974$ $RMSEA=,041$ $pclose=,621$

Appendix III – 2nd Order Confirmatory Model Perceived Corporate Morality

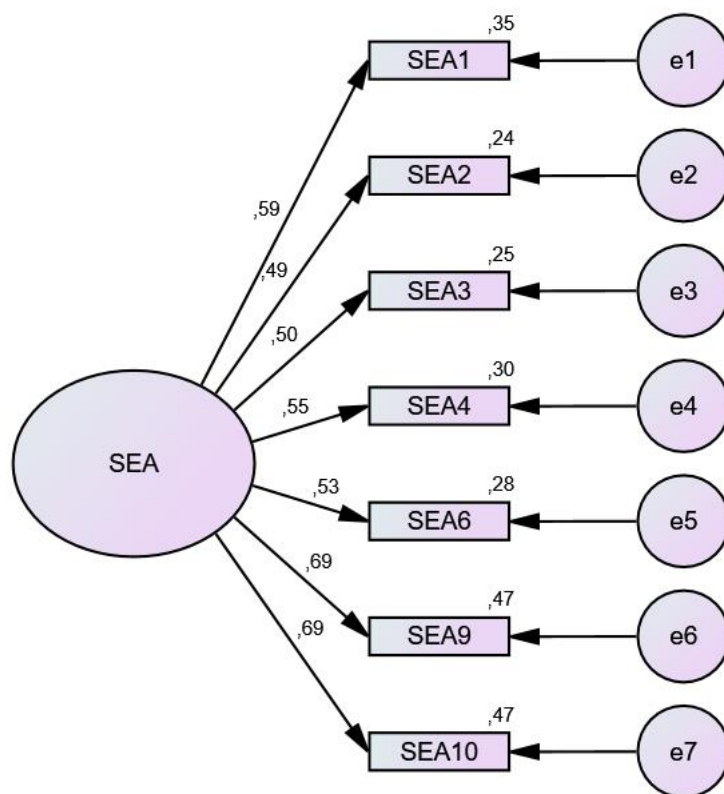
2nd Order Confirmatory Model Perceived Corporate Morality



$\chi^2=73,492$ $\chi^2/df=3,675$ $p\text{-value}=,000$ $CFI=,814$ $GFI=,934$ $RMSEA=,106$ $pclose=,000$

Appendix IV – Confirmatory Model Perceived Socioethical Employer Attractiveness

Perceived Socioethical Employer Attractiveness



$\chi^2=13,941$ $\chi^2/df=.996$ $p\text{-value}=.454$ $CFI=1,000$ $GFI=.984$ $RMSEA=.000$