

Looking Good or Doing Good? A Cross-Cultural Comparison of Employee Perception of Corporate Refugee Support

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Drawing on social identity theory, this study takes an employee-centered approach to examine employee attitudes toward corporate refugee support and its consequences. It distinguishes four types of corporate refugee support—advocacy, sponsorship, partnership, and hiring refugees—to assess whether and how they are perceived differently by employees. In addition, a comparative analysis was conducted to examine the perceptions of employees based in the United States and the United Kingdom. Employees of for-profit organizations ($N = 601$) were recruited through Prolific to participate in an online experiment. The results show that corporate partnership and sponsorship are perceived more positively by employees compared with corporate advocacy and hiring employees, and these effects are mediated by perceived organizational morality. Also, the value of corporate advocacy turns out to be better recognized by the employees based in the United States than those in the United Kingdom. The findings provide important guidance for businesses in aligning employees through committing to specific refugee support strategy.

Keywords: refugee settlement, organizational identification, perceived external prestige, morality, employee attitudes

Ongoing global forced displacements represent an immense humanitarian challenge. In 2018 alone, more than 2 million people were displaced from their homes, and around 28,000 are still forced to flee on a daily basis because of war, persecution, and terror (Levitin, 2019). More recently, the COVID-19 outbreak has further complicated the circumstances of forced displacements and challenged the lives of people who are forced to flee. At the global level, the ongoing refugee crisis has called for the engagement of different social actors in addressing the challenge of refugee integration within host societies. Local governments and nongovernment organizations are at the forefront of providing essential services and responding to these developments, but an overall deterioration of state and humanitarian support for refugee displacement and settlement is equally important (Skran & Easton-Calabria, 2020).

The contribution of the private sector in alleviating the ongoing refugee crisis, among the actors playing a role in supporting refugee settlement, has only been addressed in the literature recently. Wang and Chaudhri (2019) argued for business support of refugee (economic) integration as a manifestation of

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corporate social responsibility (CSR), contending that it can enhance organizational identification among employees. They focused on refugee integration into the labor market, such as supporting refugee career entry and advancement. Indeed, employment is a key area of activity in relation to refugee integration in the public arena (Ager & Strang, 2008; Betts, Chaara, Omata, & Sterk, 2019). In 2015, Deutsche Telekom set up a dedicated task force to enable refugee labor market integration. In 2018 alone, Deutsche Telekom offered more than 400 positions to refugees (Werz, 2018). Employment can provide refugees with many benefits, including economic independence, integration with local communities, development of language skills, and the restoring of self-esteem, among others (Tomlinson & Egan, 2002). However, Wang and Chaudhri (2019) only proposed a conceptual model, so the extent to which refugee integration into labor market can affect employees remains underscrutinized for lack of evidence from empirical studies.

In addition to integrating refugees into the labor market, the private sector has been actively involved in contributing to refugee settlement through sponsorship and partnership (Zakharia & Menashy, 2020). In particular, leading global business firms not only launched independent initiatives, but also partnered with humanitarian organizations to support refugees in manifold ways (International Rescue Committee, n.d.). For example, in the United States, Google has donated more than \$30 million to help provide emergency support and access to vital information and educational resources to more than 1 million refugees since 2015 (Fuller, 2020). In Europe, at the beginning of the COVID-19 outbreak in March 2020, Unilever committed to providing free hygiene products and food items to the value of €100 million to support refugees. It also established a long-term partnership with aid agency Direct Relief to provide vital health and hygiene supplies in humanitarian settings (Unilever, 2020).

Despite various initiatives in the private sector to contribute to refugee settlement, relatively little attention has been paid to how employees respond to refugee support of businesses. On one hand, employees who believe in the value of corporate refugee support in promoting societal peace and stability may identify strongly with their organization and view its success as their own (Bhattacharya, Sen, & Korschun, 2007). On the other hand, employees may associate the financial success of an organization with their own benefits (Ellemers, Kingma, van de Burgt, & Barreto, 2011). As a consequence, they may challenge the organization's engagement in corporate refugee support as it can diversify the corporate resources away from business operations (Wang & Pala, 2020). Because the congruence between employees and organizations, with respect to refugee support, can have implications for organizational outcomes (Haski-Leventhal, Roza, & Meijs, 2017), overlooking employees' attitudes on this issue may oversimplify the situation. Therefore, an important question to consider is whether corporate refugee support may positively affect employees' attitudes, such as enhancing organizational identification and perceived external prestige among employees.

In the current study, an employee-centered approach was taken to examine employee attitudes toward corporate refugee support and its consequences. Employee perception of corporate social initiatives plays an important role in increasing identification internally and enhancing corporate reputation externally (Lee, Park, & Lee, 2013). Four types of corporate refugee support—corporate advocacy, sponsorship, partnership, and hiring employees—are distinguished to assess whether and how they are perceived differently by employees. To the best of my knowledge, this study is the first to compare the impact of distinct corporate refugee support on employees. In the CSR literature, research has revealed that

employees tend to assess the value of CSR activities differently, depending on which stakeholder groups are targeted (Farooq, Rupp, & Farooq, 2017). This finding provides important implications for studying corporate refugee support: Because it can be considered a manifestation of CSR (Wang & Chaudhri, 2019), businesses engaging in distinct refugee support activities may affect employee attitudes at different levels.

Next, the current research aims to examine the psychological mechanism through which the four types of corporate refugee support can promote organizational identification and perceived external prestige among employees. More specifically, this research investigates whether perceived organizational morality (i.e., whether the organization is seen as honest and trustworthy) can mediate the impact of corporate advocacy, sponsorship, partnership, and hiring refugees on employee attitudes, respectively. In parallel, CSR has been shown to be associated with perceived organizational morality in the literature (Ellemers et al., 2011), but not all CSR initiatives are equal in their perceived virtuousness (O'Mara-Shimek, Guillén, & Bañón Gomis, 2015). Mapping this finding to the context of refugee support, this research predicts that the four types of corporate initiatives might vary in the extent to which they are perceived to reflect organizational morality.

In addition, the current study investigates how employees respond to the four types of corporate refugee support in a cross-cultural context. It compares the perceptions of employees based in the United States with others in the United Kingdom. Given their distinctive cultural and political backgrounds, the way in which employees define corporate responsibility can differ by country (Lim & Tsutsui, 2012). For example, corporate advocacy as a discretionary practice of corporate responsibility would not necessarily generate the same level of perceived organizational morality because of the various understandings of corporate responsibility across different cultures (Rim & Dong, 2018). Therefore, through considering the cross-cultural context, this research might discover that the impact of corporate refugee support on employee attitudes varies across countries.

Theoretical Framework and Hypotheses Development

Corporate Refugee Support: A Classification

The private sector has taken a growing role in mobilizing vital resources to support millions of refugees worldwide (Gaynor & Bigg, 2019). These initiatives are in line with the principle of "leave no one behind," which was proposed by the United Nations to end discrimination and exclusion, and reduce the inequalities and vulnerabilities that undermine the potential of individuals and of humanity as a whole (United Nations Sustainable Development Group, n.d.). Although the corporate refugee support initiatives vary in manifold ways, they can be classified into four main categories—corporate advocacy, sponsorship, partnership, and hiring refugees.

Advocacy for refugee settlement reflects one aspect of corporate social advocacy, which refers to businesses making a public statement on pressing and complex sociopolitical issues that do not have any particular relevance to an organization (Dodd & Supa, 2014). Through advocacy, businesses are able to open up debates on refugee issues and can contribute to the betterment of society in at least two ways. First, because businesses can access various stakeholders, they are capable of helping nonprofit

organizations (NGOs) and activist groups to reach the wider public. Second, with businesses on board, effective advocacy for refugee issues can trigger publics' awareness and further mobilize mass support. In addition, with the development of digital space and social media, more opportunities for advocacy to tackle refugee issues have emerged. As a consequence, corporate refugee support through corporate advocacy could be responsible, at least partially, for shaping the future of society (Parcha & Kingsley Westerman, 2020). It is worth noting, however, that engaging in corporate social advocacy for refugee settlement can be controversial: While attracting NGOs and activist groups, it may simultaneously isolate organizational stakeholders, such as employees (Abitbol, Lee, Seltzer, & Lee, 2018; Etter, 2013). Therefore, advocacy on refugee issues goes against conventional business wisdom that advises corporations to stand neutral on controversial issues for fear of alienating stakeholders (Korschun, Aggarwal, Rafieian, & Swain, 2016).

A key element defining sponsorship is a "transactional collaboration" between businesses and NGOs (Austin & Seitanidi, 2012). Such a collaboration is based on a two-sided barter: corporate provision of resources (e.g., in the form of monetary support) in exchange for a promotional exposure by the cooperating entities, such as NGOs (Kirchberg, 2011; O'Hagan & Harvey, 2000). With exposure, businesses attempt to enhance their corporate reputation among members of the public (Kirchberg, 2011). Corporations that engage in sponsorship will share the interests of NGOs to support refugee resettlement. This linked interest can generate associational value, which may directly or indirectly benefit the business (Austin & Seitanidi, 2012). However, because a transactional collaboration is developed primarily for self-interest and secondarily for social interest, the extent to which corporate sponsorships can create social value remains in question (Selsky & Parker, 2005).

A partnership underlines a commitment between businesses and NGOs by which both entities share responsibilities, risks, and benefits (see, e.g., Lewandowska, 2015; Surman, 2006). Moving beyond sponsorship, corporate partnership demonstrates a business's critical ability to collaborate across profit-nonprofit boundaries (Porter & Kramer, 2011). Being recognized for its great potential for value creation through developing a long-term relation (Urriolagoitia & Planellas, 2007), partnerships have increased in popularity with respect to corporate refugee support in recent years. Compared with sponsorship, which focuses on short-term business transactions, partnership involves commitment to a long-term "integrative collaboration" between businesses and NGOs (Austin & Seitanidi, 2012). Businesses that partner with NGOs place great priority on improving societal welfare (Austin & Seitanidi, 2012).

Integrating refugees into the labor market is both a key policy objective related to refugee resettlement and a matter of significant public discussion (Ager & Strang, 2008). Because it has an important impact on many issues related to refugees—from strengthening their economic independence to restoring self-esteem—employment can be considered not only a direct route to integration, but also a driving force of public confidence on immigration and integration systems within host societies (Tomlinson & Egan, 2002). The literature argues that businesses engage in hiring refugees for different reasons, including leveraging a ready source of talent, enhancing diversity for creating a stronger workforce, and addressing specific skill needs (Betts, Bloom, & Omata, 2012; Marcus, 2015). However, on the flip side, providing jobs to refugees can be viewed as a loss of local employment opportunities (Ioannou, 2015). This viewpoint is further confounded by unfavorable government policies toward refugees, legal uncertainties, and volatile perceptions of refugees among the public (Wang & Chaudhri, 2019).

Employee Attitudes Toward Corporate Refugee Support

Engaging in CSR has been found to yield positive employee attitudes (Carroll & Shabana, 2010). Because corporate refugee support is considered a manifestation of CSR (Wang & Chaudhri, 2019), it may also result in positive employee attitudes. In the current study, I compare the extent to which the four types of corporate refugee support can affect two distinct employee attitudes: organizational identification and perceived external prestige. Perceptions of corporate refugee support can have stronger implications for employee attitudes than actual activities, given that employees might not be sufficiently aware of all corporate refugee support activities (Rupp, Shao, Thornton, & Skarlicki, 2013). Therefore, by studying how employees perceive corporate advocacy, sponsorship, partnership, and hiring refugees in relation to refugee support, businesses can make informed decisions on investing in specific corporate refugee support activities that will help to provide value to employees.

Organizational identification refers to “the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member” (Mael & Ashforth, 1992, p. 104). Two aspects can be distinguished in the definition: First, it entails a cognitive component of identification that reflects the perceived number of shared interests between the employees and the organization (Ashforth & Mael, 1989). Second, it includes an affective component, which is important in the creation of a positive image of the employee’s organization (Tajfel, 1982). Employees’ identification can benefit the organization in manifold ways, including enhancing organizational pride (Boezeman & Ellemers, 2014) and increasing willingness to engage in organizational citizenship behaviors (Blader & Tyler, 2009). Social identity theory can be used to explain the positive effect of corporate refugee support on organizational identification. It states that employees are more likely to integrate their group membership (such as their organizational membership) as a part of their self-concept when the group can enhance their feelings of self-worth (Tajfel, 1982; Tajfel & Turner, 1979). For example, when employees believe in the value of refugee resettlement in promoting societal peace and stability, they are likely to feel self-worthy being involved in corporate activities in support of refugees and in turn identify strongly with the organization (Wang & Chaudhri, 2019).

Perceived external prestige entails how employees think outsiders view the organization and, thus, themselves as a member thereof (Smidts, Pruyn, & Van Riel, 2001). It can be formed through various sources of information, such as publicity and word of mouth (Dutton, Dukerich, & Harquail, 1994). Previous literature has discovered that autonomous external sources (e.g., influencers on social media) have a stronger impact on perceived external prestige than company-controlled communication (Farmer, Slater, & Wright, 1998). In particular, if employees believe that the organization has socially valued characteristics, their self-esteem can be enhanced, resulting in strong perceived external prestige (Bhattacharya, Rao, & Glynn, 1995; Dutton et al., 1994). Similar to organizational identification, social identity theory can be used to explain the positive effect of corporate refugee support on perceived external prestige: Because employees may expect corporate advocacy, sponsorship, partnership, and hiring refugees to be perceived positively by outsiders, their self-esteem can be enhanced, further contributing to a strong perceived external prestige.

Among the four types of corporate refugee support, a partnership is conjectured to result in more positive employee attitudes, given its emphasis on a long-term business–nonprofit collaboration for producing societal value, as opposed to a short-term business transaction (such as sponsorship), which is interchangeable with other marketing communication tools. In comparison, engaging in controversial social issues (i.e., corporate advocacy) has the risk of isolating employees (Abitbol et al., 2018; Etter, 2013); the extent to which corporate sponsorships can create social value remains in question (Selsky & Parker, 2005); and providing jobs to refugees can be viewed as a loss of local employment opportunities (Ioannou, 2015). Hence, the effect of the three types of refugee support on employee attitudes is less straightforward than partnership. Because a higher level of engagement, strategic value, and synergistic innovation can be realized through an “integrative collaboration” (Austin & Seitanidi, 2012), a partnership may generate stronger positive impact on organizational identification and perceived external prestige, compared with corporate advocacy, sponsorship, and integrating refugees into the labor market. Thus, the following hypothesis is proposed:

H1: Corporate refugee support through partnering with NGOs has a higher positive impact on (a) organizational identification and (b) perceived external prestige among employees, compared with support through corporate advocacy, sponsorship, and hiring refugees.

The Mediating Role of Perceived Organizational Morality

Recent literature demonstrates that perceived organizational morality plays an important role in employees’ assessment of CSR (Ellemers, Pagliaro, & Barreto, 2013; Ellemers & Van den Bos, 2012). For example, organizational morality has been found to determine group identification and commitment to an organization through promoting a great perceived similarity to employees’ own values (Leach, Ellemers, & Barreto, 2007). Hence, organizational morality enhances employees’ positive distinctiveness of their self-image, which is derived from being an organizational member.

Corporate refugee support focuses on the impact of business on society and on addressing pressing and complex social issues. Therefore, it directly relates to moral values, such as humanitarian support and social justice (Bauman & Skitka, 2012). As such, organizations that commit to supporting refugees can provide signals to employees about the organization’s moral values. On one hand, by engaging in corporate refugee support, the organization is likely to align with the values of its employees, which in turn can result in a strong organizational identification. On the other hand, such a commitment can be considered by employees as meeting outsiders’ moral values that are aligned with theirs, leading to a positive perceived external prestige. In line with this reasoning, the predicted higher impact of corporate partnership on employee attitudes, in comparison with other forms of refugee support, might be attributed to higher perceived organizational morality. Thus, the following hypothesis is proposed:

H2: Perceived organizational morality mediates the impact of corporate refugee support on employee attitudes: Corporate partnership has a higher positive impact on perceived organizational morality, compared with corporate advocacy, sponsorship, and hiring refugees, which in turn results in a stronger impact on (a) organizational identification and (b) perceived external prestige.

Extended Theory: A Cross-Country Comparison

The current study focuses on the comparison of the United States and the United Kingdom with respect to corporate refugee support. Although both countries are in the Global North and have adopted rather restrictive asylum policies, they have different political and economic priorities when it comes to settling refugees. The United Kingdom has a long history as migrant destination country, and it is considered steadier regarding hosting refugee communities compared with other EU countries such as Germany and Sweden (Craig, 2015). Back in 1999, the United Kingdom introduced the National Asylum Support Service to coordinate and support integration policy (Bakker, Cheung, & Phillimore, 2016). However, when it comes to settlement policies, the United Kingdom does not have a national policy in place and relies heavily on the work and initiatives of local authorities, NGOs, and civil society organizations to promote integration initiatives. In comparison, the United States has established detailed refugee settlement policies at the national level (United Nations High Commissioner for Refugees [UNHCR], 2020). It was a world leader in the resettlement of refugees for decades and alone resettled more refugees than the rest of the world combined in the second half of the 20th century (Tran & Lara-García, 2020). Despite this record, it reported a steep drop—an annual decrease of 70%—of admitted refugees in 2017, which signals a significant departure in refugee policy under the Donald J. Trump administration (International Rescue Committee, 2018).

When it comes to refugee support within the private sector, in both countries, leading global business firms have been actively involved in contributing to refugee settlement in manifold ways. In the United States, 46 businesses became members of the TENT partnership—including Airbnb, IBM, Johnson & Johnson, LinkedIn, and Starbucks—which is committed to supporting refugees with services and livelihood opportunities (TENT, n.d.). In the United Kingdom, businesses across industries, such as Ernst & Young, GSK, Helen Storey, and Virgin Group, provided ongoing support for refugees—from hiring to investment and funding for humanitarian response and livelihoods (Taranto, 2019).

Further, corporate social advocacy has become an established practice in the United States (Chatterji & Toffel, 2016) and is on the rise in the United Kingdom. Given that corporate neutrality is considered outdated in the United States (Chatterji & Toffel, 2016), which is not yet the case in the United Kingdom, companies taking a public stance on refugee support (i.e., advocacy) might vary in these two countries in the extent to which it is perceived by employees to reflect organizational prestige.

In the United States, the value of corporate advocacy might be better recognized by employees, given that corporate engagement in pressing and complex sociopolitical issues has become a new trend. Consequently, employees may internalize the values and align them with their own interests. In turn, corporate advocacy is more likely to result in positive employee attitudes in the United States. In contrast, because businesses taking a public stance is not yet a norm in the United Kingdom, employees are less likely to believe in its value, either for creating social impact or for meeting outsiders' interests. Therefore, corporate advocacy is conjectured to have a lower impact on organizational identification and perceived external prestige in the United Kingdom than the United States.

In comparison with corporate advocacy, the other three types of corporate refugee support—sponsorship, partnership, and hiring refugees—may not drive employee attitudes distinctively in the United

States or the United Kingdom, given that they have been recognized as discretionary forms of CSR in both countries for a long time (Yang, Liu, & Wang, 2020). Thus, the following hypotheses are proposed:

H3: Corporate advocacy with respect to refugee support is likely to result in a higher (a) organizational identification and (b) perceived external prestige in the United States compared with the United Kingdom.

H4: Corporate sponsorship, partnership, and employment with respect to refugee support are likely to show little difference between the United States and the UK in (a) organizational identification and (b) perceived external prestige.

The theoretical predictions are summarized in the conceptual model (see Figure 1).

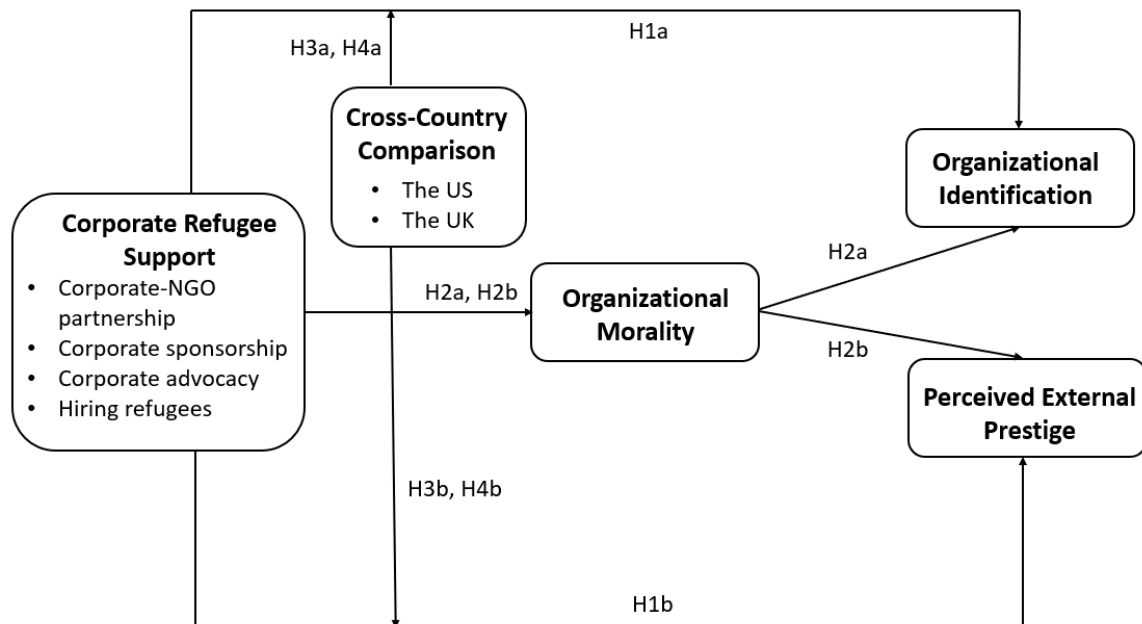


Figure 1. Conceptual model.

Method

Sample

An online experiment was developed to test the theoretical model. The data were collected in November 2020 through Prolific, known as a dedicated research subject pool (Palan & Schitter, 2018). Two filters were used to select the respondents. First, only employees of a for-profit company or business were invited to participate in the survey, given that the study focused on employee attitudes toward refugee support of businesses. Second, respondents' "country of residence" needed to be either the United Kingdom

or the United States, because these are the two focal countries of the cross-country comparison. In total, 614 respondents participated in the experiment, out of whom 601 completed the questionnaire. All participants who completed the questionnaire were rewarded £1.25 as an incentive.

The final sample ($N = 601$) consisted of 336 participants (55.9%) living in the United Kingdom and 265 (44.1%) in the United States, showing a good balance of the data collected from the two countries. Most of the participants were either White or Caucasian ($n = 494$, 82.2%), Asian ($n = 48$, 8%), or Black or African American ($n = 32$, 5.3%). In total, 313 respondents were male (52.1%), 286 (47.6%) were female, and 2 (0.3%) preferred not to mention their gender. The age of the majority fell in the 25–34 years old category ($n = 230$, 38.3%) and the 35–44 years old category ($n = 173$, 28.8%). Around half of the participants ($n = 281$, 46.8%) had obtained an undergraduate or equivalent university degree. Ninety-four (15.6%) participants reported having a graduate-level university degree.

In total, 476 (59.2%) participants were employed full-time, and 125 (20.8%) participants were employed part-time. In terms of their tenure, 135 (22.5%) participants had worked at their company for 10 years or more; 84 (14%) between seven and nine years; 166 (27.6%) within from four to six years; 178 (29.6%) for one to three years; and only 38 (6.3%) for less than one year. With respect to the type of business, 232 (38.6%) participants specified working in large private firms, 157 (26.1%) in start-ups, 137 (22.8%) in publicly listed firms, and 61 (10.1%) in small and medium-sized enterprises.

Design and Procedure

The online experiment employed a factorial between-subject design for a total of four conditions: corporate advocacy, sponsorship, partnership, and hiring refugees. The procedure started by introducing the study and asking the participants' consent for collecting their personal data for research purposes. Then, participants were presented with a few questions measuring two confounding variables: their social dominance orientation and the diversity climate of their organization. Next, they were randomly assigned to one of the four experiment conditions and responded to questions on morality, organizational identification, and perceived external prestige. A manipulation check question that asked participants to indicate the condition followed. The procedure ended with two additional questions asking whether the participants' organizations engaged in supporting refugees before and, if so, which forms of support were provided, as well as a few demographic questions.

Before being shown the experimental stimuli, the participants were presented with a fictitious e-mail from their managing director. The e-mail stated that the organization would announce its position on the current refugee crisis and asked the participants to read the corporate claim very carefully. Participants were then presented with a stimulus in one of the four conditions that included a corporate stance and a picture. Unilever's real stance on refugee support (Unilever, 2020) was used for designing the stimuli. The text in all four stimuli was presented in the same style; the only difference was the last sentence, which specified one of the four forms of refugee support (see Figure 2).

Leave no one behind	Leave no one behind
<p>In the past few months, we've been told repeatedly that washing our hands with soap is one of the best ways to protect ourselves from Covid-19 and help prevent the spread of infection.</p>	<p>In the past few months, we've been told repeatedly that washing our hands with soap is one of the best ways to protect ourselves from Covid-19 and help prevent the spread of infection.</p>
<p>However, no access to soap or clean water is the reality faced by millions of refugees all over the world. Over the past two decades, the number of forcibly displaced people has grown substantially. For the first time in modern history, nearly 1% of the global population is displaced. Among them are more than 22 million refugees. Humanitarian relief agencies warn that displaced people are among the most marginalized and vulnerable members of society – and they're at great risk of being left behind during the Covid-19 pandemic.</p>	<p>However, no access to soap or clean water is the reality faced by millions of refugees all over the world. Over the past two decades, the number of forcibly displaced people has grown substantially. For the first time in modern history, nearly 1% of the global population is displaced. Among them are more than 22 million refugees. Humanitarian relief agencies warn that displaced people are among the most marginalized and vulnerable members of society – and they're at great risk of being left behind during the Covid-19 pandemic.</p>
<p>Inclusion is at the heart of the global sustainable development agenda, with its central ambition to 'leave no one behind'. The magnitude and urgency of the refugee crisis requires support from all parts of society – including business.</p>	<p>Inclusion is at the heart of the global sustainable development agenda, with its central ambition to 'leave no one behind'. The magnitude and urgency of the refugee crisis requires support from all parts of society – including business.</p>
<p>That's why – as a business – we would like to donate free hygiene products and food items to the value of €50,000 to refugee communities in need. Through our commitment, we can support refugees through the Covid-19 pandemic and into the future.</p>	<p>That's why – as a business – we would like to launch a Hygiene and Behavior Change Coalition (HBCC), a long-term project in partnership with the government's Department for International Development (DFID) and NGOs, to dispatch vital hygiene and medical supplies to refugee communities in need. Through our commitment, we can support refugees through the Covid-19 pandemic and into the future.</p>
<p><i>a) Sponsorship</i></p>	<p><i>b) Partnership</i></p>

Figure 2. Example experiment stimuli.

Measures

Validated scales were adopted to measure the variables in this study. In total, five variables were measured through multi-item scales, including two dependent variables (organizational identification and perceived external prestige), one mediator (perceived organizational morality), and two confounding variables (social dominance orientation and diversity climate). The confounding variables were accounted to ensure the validity of the results.

Organizational Identification

Employees' identification with the organization was measured using the five-item scale developed by Smidts and colleagues (2001). The scale ($\alpha = .947$, $M = 3.762$, $SD = 1.006$) was measured on a 5-point Likert scale and included items such as "I feel strong ties with my organization," and "I experience a strong sense of belonging to my organization." Smidts and colleagues (2001) developed the scale based on the concept of social identity (Tajfel, 1982) and on existing scales in the literature (Doosje, Ellemers, & Spears, 1995).

Perceived External Prestige

The measure of prestige was based on Smidts and colleagues (2001) and Mael and Ashforth (1992). The scale ($\alpha = .934$, $M = 3.993$, $SD = .848$) was measured on a 5-point Likert scale and consisted of four items, including, "My organization has a good reputation," and "My organization is looked upon as a prestigious company to work for."

Perceived Organizational Morality

The extent to which employees consider the corporate claim on refugee support as enhancing organization morality was measured using the three-item scale in Leach and colleagues (2007). The scale

($\alpha = .966$, $M = 5.408$, $SD = 1.318$) was measured on a 7-point Likert scale and included the items "My organization is honest," "My organization is sincere," and "My organization is trustworthy."

Social Dominance Orientation

This variable examines employees' general attitudinal orientation toward intergroup relations. Social dominance theory argues that people who are more social dominance oriented tend to favor hierarchy-enhancing ideologies and policies, compared with others who are less social-dominance oriented (Pratto, Sidanius, Stallworth, & Malle, 1994). By this logic, employees with a lower social dominance orientation are more likely to support refugee integration than others who are more social dominance oriented. The variable was measured through the scale developed by Pratto and colleagues (1994). Eight of 16 items were used in the current study, and the other eight reversed questions were left out. The scale ($\alpha = .932$, $M = 2.432$, $SD = 1.294$) was measured on a 7-point Likert scale. Sample items are "Some groups of people are simply inferior to other groups," and "In getting what you want, it is sometimes necessary to use force against other groups."

Diversity Climate

This variable reflects an organization's openness toward and appreciation of cultural diversity in the workplace (Hofhuis, van Der Zee, & Otten, 2012). If an organization climate facilitates the presence of cultural differences, it may better support refugee integration and view this diversity as a positive asset. The variable was measured using the six-item scale developed by Hofhuis and colleagues (2012) and Luijters, Van der Zee, and Otten (2008). The scale ($\alpha = .907$, $M = 5.328$, $SD = 1.104$) was measured on a 7-point Likert scale and included items such as "In my organization, we think positively about cultural differences of colleagues," and "In my organization, we understand and accept different cultures."

Manipulation Check

Success of manipulation was assessed by asking participants to correctly identify the randomly assigned experiment condition. The question was therefore, "In the corporate statement about the refugee crisis that you read above, what is the action that your organization plans to take?" A chi-square test confirmed that the manipulation of different forms of refugee support was successful, $\chi^2(9) = 1390.936$, $p < .001$.

Results

Within the final sample ($N = 601$), only 131 participants indicated that their organizations had engaged in refugee support in the past. According to them, 41 organizations (15 in the United Kingdom, 26 in the United States) made a public statement to urge governments and NGOs to tackle the refugee crisis (i.e. advocacy), 65 organizations (33 in the United Kingdom, 32 in the United States) committed to sponsorships, 29 organizations (15 in the United Kingdom, 14 in the United States) engaged in business-NGO partnerships, and 20 organizations (nine in the United Kingdom, 11 in the United States) contributed to integrating refugees into the labor market. This finding implies that, compared with other forms of refugee support, the difference with respect to corporate advocacy is slightly more evident in the two countries intuitively.

To test Hypothesis 1, series of one-way between-subjects analyses of covariance (ANCOVAs) was conducted, taking the two confounding variables into account. With respect to the impact on organizational identification, the test revealed a significantly better performance of partnership than advocacy, $M_{\text{difference}} = .185$, $F(1, 302) = 4.21$, $p = .041$, $\eta^2 = .014$, and a significantly better performance of partnership than employment, $M_{\text{difference}} = .228$, $F(1, 299) = 5.121$, $p = .024$, $\eta^2 = .017$. However, no significant difference was found between partnership and sponsorship, $M_{\text{difference}} = .131$, $F(1, 306) = 1.859$, $p = .174$, $\eta^2 = .006$. Regarding the impact on perceived external prestige, partnership was only discovered to outperform employment, $M_{\text{difference}} = .194$, $F(1, 299) = 4.703$, $p = .031$, $\eta^2 = .016$, but not the other two forms of refugee support. The findings imply that engaging in partnership can indeed result in a higher organizational identification, compared with committing to advocacy or employment. However, the extent to which the value of partnership may differ from that of sponsorship with respect to affecting employee attitudes remains unknown. Hence, Hypothesis 1 was only partially confirmed.

The mediation effects summarized in Hypothesis 2 were tested through a two-step approach. First, the impact of different forms of refugee support on morality was tested. To that end, the one-way ANCOVA revealed a significantly better performance of partnership than advocacy, $M_{\text{difference}} = .3$, $F(1, 302) = 5.904$, $p = .016$, $\eta^2 = .019$, and a significantly better performance of partnership than employment, $M_{\text{difference}} = .324$, $F(1, 299) = 5.595$, $p = .019$, $\eta^2 = .019$. Second, the impacts of different forms of refugee support on the two dependent variables were tested again, accounting for perceived organizational morality in the analysis. The results showed that when controlling for morality, the different impact of partnership and advocacy in relation to organizational identification was insignificant, $F(1, 302) = .333$, $p = .564$, $\eta^2 = .001$. In contrast, morality did show significant difference in relation to organizational identification, $F(1, 302) = 235.403$, $p = .000$, $\eta^2 = .442$. Similarly, the different impact of partnership and employment in relation to organizational identification was insignificant, $F(1, 299) = .675$, $p = .412$, $\eta^2 = .002$, whereas morality did show a significant difference in relation to organizational identification, $F(1, 299) = 297.137$, $p = .000$, $\eta^2 = .503$. With respect to the mediation effect on perceived external prestige, the different impact of partnership and employment was insignificant, $F(1, 299) = .747$, $p = .388$, $\eta^2 = .003$, whereas morality did show a significant difference, $F(1, 299) = 193.480$, $p = .000$, $\eta^2 = .397$. The results implied a full mediation effect of perceived organizational morality. Hence, Hypothesis 2 was confirmed.

When testing Hypothesis 3, the one-way ANCOVA revealed no significant results of advocacy in relation to organizational identification, $M_{\text{difference}} = .054$, $F(1, 149) = .175$, $p = .676$, $\eta^2 = .001$, but a modest significant difference on perceived external prestige, $M_{\text{difference}} = .208$, $F(1, 149) = 3.41$, $p = .067$, $\eta^2 = .023$. It implied that engaging in corporate advocacy may indeed result in a relatively higher perceived external prestige in the United States than the United Kingdom. However, such a difference does not hold in relation to organizational identification. Hence, Hypothesis 3 was partially confirmed.

Hypothesis 4 predicted no significant difference of the other three forms of refugee support in relation to employee attitudes in the United States and in the United Kingdom. In terms of sponsorship, a significant cross-country difference was discovered for organizational identification, $M_{\text{difference}} = -.297$, $F(1, 153) = 4.406$, $p = .038$, $\eta^2 = .029$, but not for perceived external prestige, $M_{\text{difference}} = -.180$, $F(1, 153) = 2.371$, $p = .126$, $\eta^2 = .016$. The finding revealed that engaging in corporate sponsorship can lead to a higher organizational identification in the United Kingdom than in the United States. In contrast, the results on corporate partnership

indeed confirmed the theoretical prediction: No significant difference was found in relation to organizational identification, $M_{\text{difference}} = -.002$, $F(1, 153) = .000$, $p = .985$, $\eta^2 = .000$, or perceived external prestige, $M_{\text{difference}} = -.04$, $F(1, 153) = .112$, $p = .738$, $\eta^2 = .001$. Along with it, the results with respect to employment also confirmed the theoretical prediction: No significant difference was found in relation to organizational identification, $M_{\text{difference}} = -.047$, $F(1, 146) = .091$, $p = .764$, $\eta^2 = .001$, or perceived external prestige, $M_{\text{difference}} = .045$, $F(1, 146) = .113$, $p = .738$, $\eta^2 = .001$. Hence, Hypothesis 4 was partially confirmed.

Discussion

Theoretical Implications

The findings suggest that a partnership in support of refugee settlement that underlines a commitment between businesses and NGOs (see, e.g., Lewandowska, 2015; Surman, 2006) can result in a stronger identification among employees with their organization, compared with corporate advocacy and integrating refugees into the labor market. A possible reason is that corporate partnership has been recognized by employees for its great potential for value creation through developing a long-term relationship (Urriolagoitia & Planellas, 2007). On the other hand, the results did not confirm the conjecture regarding partnership outperforming sponsorship. Although previous literature claims that, relative to sponsorship, partnership can create a higher social value (Selsky & Parker, 2005), the findings of the current study imply indifferent impacts of partnership and sponsorship on employee attitudes in the context of refugee support. In other words, both forms of refugee support can result in a stronger employee identification, compared with advocacy and hiring refugees.

Further, the findings confirm the full mediation effect of perceived organizational morality in the relationship of corporate refugee support and employee attitudes: Corporate partnership has a higher positive impact on perceived organizational morality compared with corporate advocacy and hiring refugees, which in turn results in a stronger impact on organizational identification and perceived external prestige. This result provides direct support for the statement that perceived organizational morality plays an important role in employees' assessment of CSR (Ellemers et al., 2013; Ellemers & Van den Bos, 2012). Because corporate refugee support focuses on the impact of business on addressing pressing and complex social issues, it directly relates to moral values, such as humanitarian support and social justice (Bauman & Skitka, 2012). Hence, perceived organizational morality enhances employees' positive distinctiveness of their self-image that is derived from being an organization member.

In terms of the cross-country comparison, the results show that the value of corporate advocacy turns out to be better recognized by the employees based in the United States than those in the United Kingdom. This effect, however, only holds modestly for perceived external prestige, and not for organizational identification. This finding might be attributed to corporate engagement in pressing and complex sociopolitical issues becoming a new trend in the United States (Chatterji & Toffel, 2016). As a result, employees based in the United States are more likely to believe that external people will view their organization positively (i.e., perceived external prestige) if it takes a public stance on refugee support. In addition, when comparing employee attitudes in the two countries toward other forms of refugee support, only a slightly stronger effect of sponsorship on perceived external prestige was found in the United Kingdom

than the United States. This implies that, apart from corporate advocacy, the cross-country difference with respect to the impact of other forms of refugee support on employee attitudes is equal.

Managerial and Practical Implications

The current study underlines the importance of genuine, consistent, and continuous engagement of businesses in fostering economic participation of refugees, given that these processes and practices can affect various aspects of refugee lives, including well-being, sociability, and cultural integration (Craig, 2015; Esses, Hamilton, & Gaucher, 2017). For example, through contributing to the host economies, refugees can overcome the social challenges that prevent them from building their livelihoods (Chang, 2021). Businesses may consider sponsorship and partnership as their CSR strategies for contributing to refugee settlement, given that both forms of refugee support are likely to affect employee attitudes positively. If a business holds the resources to commit to these strategies, it will gain the potential to strengthen organizational identification and perceived external prestige among employees. In particular, partnering with NGOs that protect and advance the rights of refugees can enable businesses to place great priority on producing societal welfare (Austin & Seitanidi, 2012). When communicating such strategies to employees, businesses should emphasize the moral value of their commitments, such as their willingness to improve societal welfare through contributing to humanitarian support and social justice. The perceived organizational morality will in turn result in positive employee attitudes. In addition, information that highlights the urgency and importance of supporting refugees as a pressing societal issue can be stressed in corporate internal communication toward employees.

The impact of corporate advocacy on employee attitudes is less straightforward, in comparison with sponsorship and partnership. Hence, businesses should take the cultural and political context into account when deciding whether or not to take a public stance on refugee support. If corporate advocacy has been recognized as an ongoing trend locally, there is a better chance that engaging in such a strategy will result in positive employee attitudes in terms of perceived external prestige. Compared with other forms of refugee support, a clear advantage of corporate advocacy is that it involves little cost; the intention is to enunciate an organization's core values without necessarily taking any action beyond a public stance (Kim, Overton, Bhalla, & Li, 2020). Therefore, businesses can also consider combining advocacy with other forms of refugee support, without necessarily bearing additional cost.

Integrating refugees into the labor market (i.e., employment), which turned out to be the least favorite form of refugee support among employees in this study, provides important implications for businesses. Overlooking employees' attitudes can oversimplify the situation, given that the congruence between employees and organizations with respect to refugee support may directly affect organizational outcomes. Because employees may view providing jobs to refugees as a loss of local employment opportunities (Ioannou, 2015), not only businesses would be required to demonstrate why committing to such a strategy can generate long-term firm values, but local governments would also be called to support businesses in engaging in hiring refugees. The joint efforts of governments and businesses may help overcome employee skepticism toward integrating refugees into labor market.

Limitations and Suggestions for Future Research

While this research examined employee attitudes toward different types of corporate refugee support and their consequences, less has been said about the impact of business support on refugees' prospects for economic participation and inclusion. Future research might consider studying how the barriers that refugees face in accessing the labor market can be bridged through the involvement of the private sector. For example, the literature argues that businesses' preference for hiring refugees is closely related to lower wage levels (Betts et al., 2019). Research could analyze whether corporate–NGO partnerships for protecting and advancing refugee rights may result in the creation of more high-skill jobs for refugees.

Further, only two countries—the United States and the United Kingdom —were studied in this cross-country comparison. Although the findings advance our understanding regarding how distinct forms of refugee support are perceived differently in relation to cultural and political contexts, it is important to acknowledge that the small sample size for a cross-country comparison can be considered a limitation of this study. In addition, because both countries are in the Global North, caution must be exercised in attempting to generalize the experiment results to other countries. Future research could replicate the experiment design in other countries whose political and economic priorities, with respect to refugee settlement, vary from those in the United States and the United Kingdom.

Last but not least, it is worth mentioning that it is not the purpose of the current study to celebrate the role of the private sector in fostering refugees' economic participation. On the contrary, through distinguishing the value of different types of corporate refugee supports, this research revealed the challenges of private actors to implement refugee resettlement practices. Therefore, the extent to which business can amplify its support for refugee rights is not independent from the commitment of local governments, NGOs, and an overall deterioration in humanitarian support for refugee settlement.

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