

CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE OUTCOMES:
THE ROLE OF ORGANIZATIONAL IDENTIFICATION

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CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE OUTCOMES:
THE ROLE OF ORGANIZATIONAL IDENTIFICATION

by

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Month name DD, YYYY

ABSTRACT

CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE OUTCOMES: THE ROLE OF ORGANIZATIONAL IDENTIFICATION

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Many companies are implementing corporate social responsibility (CSR) programs internally to drive positive brand awareness, improve their corporate image, and foster pro-organizational behaviors from their employees. As more organizational capital and resources are being invested in CSR efforts it is important that companies get a positive return on their investment. To that end, this research evaluated how CSR, mediated by organizational identification, influences positive employee outcomes. Although CSR has been heavily researched, there has been little research at the employee level to help organizations understand how CSR programs affect their attitudes and behaviors. This research evaluated the influence CSR perceptions had on employee attitudes and behaviors considering the mediating role of organizational identification. Utilizing social identity theory (SIT), CSR perceptions are explored to evaluate employee's affinity within a social context, which can explain the employees' interest

in connecting and identifying with the organization and the resulting development of stronger positive attitudes and behaviors. In addition, the research studied the mediating effect of organizational identification on the influence CSR perceptions had on several important internal and external employee outcomes – organizational citizenship behaviors (OCB), employee advocacy (EA), and service orientation (SO). Data were collected using an online survey in Qualtrics and submitted to Qualtrics Panel participants who are full time employees in the United States. The results provided a contribution to CSR literature by helping us better understand how CSR efforts effect internal and external employee outcomes at the employee level.

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INTRODUCTION

1.1 Phenomenon

Corporate social responsibility (CSR) is an organization's dedication to improving the community through socially responsible activities which provide positive value beyond profits and the immediate concerns of their stakeholders (Rupp et al., 2018). Rupp also noted that CSR initiatives include external activities that support the environment, such as "green" initiatives (e.g., recycling), as well as those that support local communities through volunteering programs. In addition, CSR initiatives must consider stakeholder expectations and the triple bottom line, which includes social, economic, and environmental performance (Aguinis & Glavas, 2012). These activities have helped portray organizations as contributors to society, rather than strictly profit-making ventures, which helps humanize firms (Bhattacharya, 2008). As society has become more interested in environmental concerns, stakeholders have demanded that organizations follow suit and demonstrate their commitment to being more socially responsible, which has driven substantially more CSR activity in recent years (Rupp et al., 2016).

The increase in academic research on CSR reflects the practical changes in organizations as they provided more resources to rapidly engage more in CSR activities (Vlachos et al., 2013). Organizational CSR efforts drove donations of more than \$15 billion a year from top companies in 2015, showing a significant increase from 2001 when corporate donations hit \$9 billion (Bhardwaj et al., 2016; Peloza & Hassay, 2006). It should also be noted that 53% of employees surveyed in a Cone/Roper Corporate Citizenship Study claimed that they chose to work for their organization primarily because of the CSR programs (Hoeffler et al., 2010). In addition,

employee volunteerism is encouraged at 9 out of 10 US firms, with 70% of US firms offering matching gifts to charities that their employees' support (Peloza & Hassay, 2006). CSR was also found to be necessary but not sufficient to drive positive employee outcomes (Tencati, 2020). Bob Stiller, the founder of Green Mountain Coffee, stated that employees tend to do extra for the organization when there is a higher purpose, such as CSR, connected to it (Griek, 2017).

These anecdotal examples, however, do not provide the antecedents or drivers to understand how these outcomes occur. Additional research at the employee level would help evaluate how the employee perceptions of CSR efforts would affect their attitudes and behaviors towards the organization (Zhao et al., 2020). This study addressed this gap by evaluating CSR at the employee level.

1.2 Background

This study followed Zhao et al. (2020) and adopted a broad definition of CSR prevalent in published research studies and noted that how employees perceive CSR had a stronger effect on employees' outcomes than the actual CSR itself. He also found that employees perceived CSR as proof that the organization appreciated them and was fulfilling their obligations, which strengthened the employees' attitude to reciprocate with positive attitudes and behaviors. In addition, Zhao et al. noted that perception of CSR helped further employees' belief that the organization demonstrated ideals with which the employee identified, which had a positive effect on employee outcomes (2020). Lee et al. (2021) also found employee perception of CSR activities within an organization to be important in helping further positive employee behavior.

One type of positive employee behavior sought by companies is organizational citizenship behavior (OCB) (Ong et al., 2018). OCBs are attitudes and behaviors an employee

contributes that help the organization but are not necessarily expected as part of the job, such as refilling the coffeepot for others or helping a coworker with a difficult task that is not part of the employee's defined role. CSR had been linked to several important phenomena affecting employee outcomes, including OCBs (Morgeson et al., 2013). Although organizations value many employee outcomes, Zhao et al. (2020) noted that OCBs are of particular importance both to management and research. He noted that organizations could steadily improve employee outcomes through their CSR efforts. CSR programs can help accomplish improvement in these employee outcomes through better supporting employees' altruistic attitude to volunteering, egoism, connecting with their peers, as well as fostering better standing with their leadership and their communities (Archimi et al., 2018). OCBs are one of the important employee outcome variables consistently connected with measuring employee level CSR (Hansen et al., 2011; Jones et al., 2018; Kunda et al., 2019).

However, organizational efforts at CSR are not enough to guarantee these OCBs. Employees must also perceive the organization's CSR in a meaningful way (Newman et al., 2015). It is not surprising that Newman found that employee perceptions of CSR towards external stakeholders strongly influenced their intention to conduct OCBs due to the favorable view of the organization that developed. Hansen et al. (2011) also noted that CSR perceptions helped generate OCBs, which are discretionary in nature, especially when employees perceive the effects on external stakeholders. This expanded definition of CSR, which includes perception, makes OCBs more likely, but because little research has been conducted evaluating additional positive employee outcomes along with OCBs, other dimensions may also be significant (Zhao et al., 2020).

Another employee outcome dimension that has attracted significant attention recently is employee advocacy (EA) (Lee, 2021). CSR can influence employees to support the organization by participating in advocacy attitudes and behaviors known as EA as noted by Lee (2021). In EA, employees act as ambassadors for the organization by recommending the company to people outside the organization. An example of EA is when the company comes up conversationally in a social setting and the employee shares positive aspects of the organization to correct a negative opinion shared by someone outside the company. Lee found that when employees perceive their organization as being socially responsible and ethical, they engage in EA more frequently (2021). He also found that this behavior was important to the organization as it positively impacted the corporate reputation, which drove organizational effectiveness.

In addition to advocacy, customer service is an external employee outcome that is also very important to organizations. One such employee outcome is service orientation (SO), which is the attitude that an employee develops that can lead to better service to customers and has been heavily studied in recent years (Bowen & Schneider, 2014). An example of SO in an organization is when an employee demonstrates a proclivity to exceed customers' expectations in their interaction with them. The connection between the service climate of the organization (CSR) and the SO of employees was evaluated by Schneider et al. (2017). One of his findings was that employees who perceived the organization as socially responsible felt that the company was worthy of their support, which led to higher customer service.

1.3 Current Study

In this study, the Social Identity Theory (SIT) model of CSR and employee outcomes was tested. For this test, a cross-sectional field study was conducted by utilizing a survey of full-

time employees in organizations conducting CSR. In addition, the study measured the employee outcome variables OCB, EA, and SO using established scales and estimated a path model. From the findings, the research established CSR perceptions as an important antecedent to employee outcomes as well as showed OI as a mediating mechanism within the model.

One of the most researched variables in CSR research is organizational identification (OI), although not enough research had been conducted on the role organizational identification has in the relationship between perceived CSR and employee outcomes (Zhao et al., 2020). Leaders in the organization play a critical role in the CSR process in helping foster OI through their substantive influence over the behavior of employees as noted by Mercier & Deslandes (2019). They also noted that for organizational identification to be established with employees, a situation needs to exist between the employee and the organization wherein the employee perceived aspects of the company that they want to exemplify.

Social identity theory (SIT) suggests that employees will categorize themselves and their fellow employees into social groups to strengthen how they feel about themselves by identifying with these groups that further their self-esteem (Shen & Benson, 2016). SIT helps foster employees' affinity within a social context, which can explain the employees' interest in connecting and identifying with the organization that they spend substantial time socially interacting with other employees (Goswami et al., 2018). This process leads to the employee developing a positive social identity that is tied to the organization (Ashforth & Mael, 1989). They also noted that this theory suggests that when the organization behaves in a socially responsible manner (CSR), it will strengthen the employee's satisfaction with the organization and enhance organizational identification.

Organizational identification is earned at the individual level and can play a significant role in the effectiveness of the CSR program in the organization (Archimi et al., 2018). In cases where employees do not feel the organization is being genuine with CSR efforts, such as those Donia et al. (2017) identified, employee performance is negatively impacted. He also noted that when CSR is perceived to be genuine it is more likely to lead to reciprocity by employees and subsequent positive attitudes and behaviors toward the organization.

As noted above, the research evaluated how employee level perception in CSR influences employee outcomes as mediated by organizational identification. SIT is the theory that framed the conceptual model. The expectation was that as employees develop stronger perceptions of their organization's CSR efforts, they found aspects of the organization that they already emulate, which developed a stronger affinity with the organization and led to both internal and external pro-organizational attitudes and behaviors. OCBs, EA, and SO are all employee outcomes organizations could see positive benefits from because of developing CSR and CSR perception. Therefore, this study researched how CSR, mediated by organizational identification, influenced positive employee outcomes?

1.4 Contributions

This study provided a distinct contribution to the literature by evaluating both internal and external employee outcomes. Although OCBs, EAs, and SOs have all been linked to previous research individually (Bhattacharya et al., 2008; Ong et al., 2018; Schneider et al., 2017), there have not been any studies identified in the systematic literature review conducted for this research that evaluated both internal employee outcomes (OCBs) and external employee outcomes (EAs & SOs) together. There have also been calls for further research on internal and

external employee outcomes (Farooq et al., 2017). This research addressed this gap in prior research by considering both internal and external employee outcomes together in the same study and allowed for a broader evaluation of the influence CSR has on them together as well as separately.

This study also helped further address calls for additional research in employee versus organization level CSR research by focusing on employee CSR perception (Gond et al., 2017; Organ & Konovsky, 1989; & Schneider et al., 2017). Employee-level CSR research had been found to be very important in the workplace in helping influence individual employee attitudes and behaviors (Farid et al., 2019). In a meta-analytical research study, Zhao et al. (2020) found that although earlier research focused primarily on organizational-level CSR, more recent studies had focused on the employee-level perception of organizational efforts towards CSR and how they react to those efforts. This research studied the employee level of organizations and evaluated how CSR programs impacted employee attitudes and behaviors.

This study also contributes to the literature by evaluating the mediating relationship OI has on CSR perceptions and employee outcomes at the individual employee level which extends prior research on OI that had mostly been explored as a mediator at the organization level (Gond et al., 2017; Organ & Konovsky, 1989; Schneider et al., 2017). Further evaluating OI as a mediating factor between employee CSR perception and employee outcomes at the micro level will help inform organizations attempting to drive pro-organizational employee attitudes and behaviors. This study addresses calls for further research at the employee level (Gond et al., 2017) and deepens the existing research on OI as a mediating factor between CSR perceptions and employee outcomes.

Little research had been conducted between CSR perception and EA. A recent search of top journals found only one study conducted at the employee level evaluating the influence of CSR on EA (Vlachos et al., 2017). Only Lee's (2021) study makes any attempt to link the two factors, revealing quite a gap in the empirical analysis of the topic. This study addresses the lack of previous research linking CSR perception to EA and evaluated the impact these programs had on external employee attitudes and behaviors.

There is also little research linking CSR perception to SO which has recently gained research interest. There was only one study that empirically evaluated SO considering CSR as an antecedent (Mijatov et al., 2017), and that study did not consider OI as a mediating factor. In addition, there has been a call for further research on how CSR efforts affect customer service (Goswami et al., 2018). This research adds to the recent interest in SO research by evaluating how CSR perception influences SO, as well as how OI mediates that relationship. Furthermore, this analysis will be useful to managers and organizations looking to drive more positive employee outcomes as well as drive more CSR support to benefit communities.

1.5 Dissertation Structure

The dissertation has been organized in the following manner. Chapter 2 begins with a breakdown of the systematic literature review process that was undertaken on CSR and employee outcomes followed by insights derived from a micro scoping of the studies identified in the systematic literature review. This section is followed by the hypotheses and the hypothesized research model. In Chapter 3 the research methods are presented as well as the plan for data collection and analysis. The statistical results of the data analysis are presented in Chapter 4. The dissertation finishes with Chapter 5 which contains the research findings,

contributions to literature, and how managers can use CSR perception and organizational identification to foster employee outcomes beneficial to the organization.

LITERATURE REVIEW

2.1 Overview

CSR is an organization's effort to better its communities, the environment, and society by utilizing its resources (Archimi et al., 2018). CSR also refers to the actions and policies undertaken that consider stakeholders outside of the organization that goes beyond financial consideration (Aguinis et al., 2017). When organizations pursue these efforts with external stakeholders, they typically do so with the hopes of enjoying the benefits across multiple stakeholders, including employees (Caligiuri et al., 2013). It was also noted that CSR efforts by an organization led to a stronger competitive advantage that can drive positive performance (Lee, 2021). In addition, it was found that employee participation in the organization's CSR programs helped employees satisfy their altruistic needs (Hoeffler et al., 2010). It stands to reason that organizations can expect positive employee outcomes because of their CSR efforts.

There has been growing interest in CSR research over the last few decades as organizations recognize the importance of conducting themselves in a more socially responsible way (Aguinis, 2019). Although more research had been conducted recently, there is still an imbalance between organizational level research and research conducted at the employee level (Zhao et al., 2020). To better gain a comprehensive understanding of what research had been conducted on CSR over the last few decades, a systematic literature review was performed for this study. This process allowed for a meticulous evaluation of where the literature had been in recent years as well as where it is going. The objective over the next few sections is to document the systematic literature review process and analyze the research to help identify what areas of

employee attitudes and behaviors are considered the most compelling and in need of further research.

2.2 Methods

2.2.1 Goal and Scope of Review

To get the strongest available research on the research question, only top journals from management, business, sociology, and psychology, as defined by the dissertation team (Aguinis et al., 2018), were used. To ensure that the most current articles were included in the literature review, only articles published in the last fifteen years between 2006 and 2021 were considered. In addition, as recommended by Aguinis et al. (2018), only articles that provided transparent recommendations using sound quantitative methods were included.

2.2.2 Journal Selection Process

As shown in Table 1, several sources were used to identify the sources of the research articles used in this review. Initially, the Australian Business Deans Council ABCD Quality list (2019, v. 14) was used to identify all A journals in the literature review. In addition, a filter was applied to the field of research to 1503 Management in the journal selection process, which led to 38 business management journals being selected. Secondly, additional sources were consulted, and the result was a comprehensive list of top business management journals for use in this literature review, which brought the business journals to 54 total. Thirdly, an additional review by additional sources led to the inclusion of additional top journals in Operations Management for the literature review.

Table 1

Steps Used in Systematic Literature Review to Identify Evidence-Based Best-Practice Recommendations

Step	Procedure
1. Goal and Scope of Review:	<ul style="list-style-type: none">• Provide recommendations on how to enhance transparency using published, evidence-based reviews encompassing a wide variety of epistemologies and methodological practices. I only focused on literature reviews providing evidence-based recommendations regarding transparency in the form of analytical work using quantitative data• To ensure I was utilizing the most current relevant research, I only considered articles published between January 2006 and July 2021• To capture a complete picture for my research, I considered journals from the fields of management, business, psychology, and sociology
2. Selection of Journals Considered for Inclusion:	<ul style="list-style-type: none">• Used a combination of databases and journal ranking lists, including Australian Business Deans Council as well as specific recommendations on top business management journals from my dissertation team covering both substantive and methodological (technical) journals• Identified 60 potential journals for inclusion:<ul style="list-style-type: none">○ University of Dallas Library Discovery EBSCO Database:<ul style="list-style-type: none">▪ 38 unique journals; excluded duplicates▪ Business / Management / Applied Psychology: Top journals in each category▪ Social Sciences / Mathematical Methods / Sociology / Multidisciplinary Psychology: 5 journals○ Recommendations from Dissertation Team Top Journal Ranking List:<ul style="list-style-type: none">▪ 16 unique journals; excluded duplicates▪ General Management, Ethics, and Social Responsibility / Organization Studies categories▪ Top rated journals only○ University of Dallas Library Discovery ABI Database:<ul style="list-style-type: none">▪ 6 unique journals; excluded duplicates▪ Operations journals only

Table 2 (continued)

Step	Procedure
3. Calibrate & Select Source (i.e., Article) Selection Process through Keywords Filtering:	<ul style="list-style-type: none"> • Identified 111 articles from 25 journals: <ul style="list-style-type: none"> ○ Included a search criterion in database search <ul style="list-style-type: none"> ▪ Top Journal Names in SO Journal Title/Source ▪ “CSR” or “corporate social responsibility” or sustainability or “social responsibility” “corporate social performance,” “social performance,” “stakeholder,” “stakeholder management,” and “stakeholder relations” in AB Abstract ▪ “Employee Outcomes” in TX All Text ○ Adopted a manual search process to identify articles to increase comprehensiveness of the review in case relevant article did not contain a specific keyword ○ Included specific relevant article recommendations from Dissertation Team which added 8 additional articles ○ Initial section of 119 articles from 25 journals for consideration
4. Coded Systemic Literature Review template:	<ul style="list-style-type: none"> • Downloaded all 119 articles for review • Coded all articles into Excel template for micro scoping analysis <ul style="list-style-type: none"> ○ Identified key elements of articles for sorting: <ul style="list-style-type: none"> ▪ Authors ▪ Source of article ▪ Name of article ○ Identified and coded key areas of articles for analysis: <ul style="list-style-type: none"> ▪ Method of analysis ▪ Theoretical framework ▪ Constructs ▪ Instruments ▪ Key findings • Identified final 83 articles for review and analysis by excluding non-evidence based empirical research

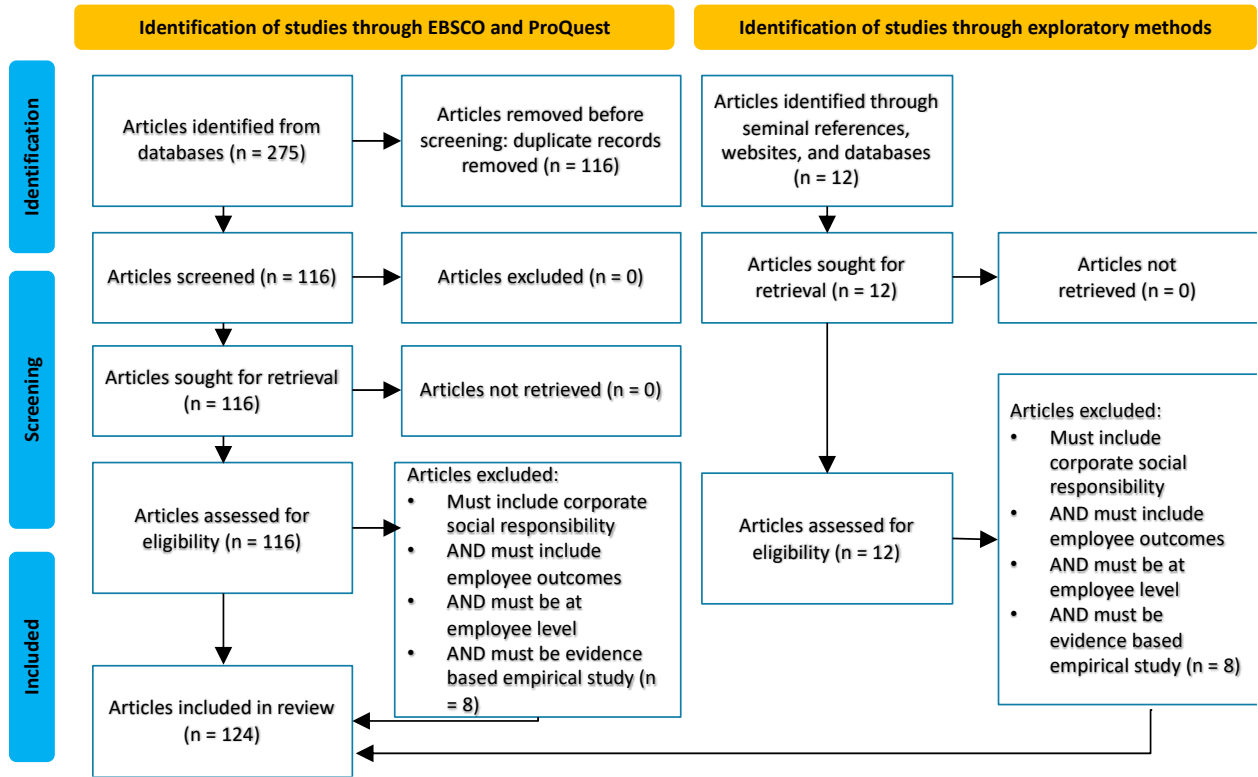
Overall, 83 different journals were identified that met the above criteria of being a top business journal and had literature reviews that included transparent empirical analysis (Aguinis et al., 2018). As described in the next section, 35 of the top journals identified did not meet the

selected criteria and were excluded from any further analysis. The literature review end with the 25 top journals for analysis, which are included in Table 2.

2.2.3 Article Calibration & Selection Procedures

Figure 1

Process Flow Utilized to Acquire and Filter Journals and Articles for Research



The University of Dallas Library Discovery system was used to search for articles that met the search criteria. The initial search used the EBSCO database, and the subsequent search used the ABI database. The literature review yielded hundreds of articles. This outcome is not surprising as CSR has been heavily researched over the last few decades (Aguinis & Glavas 2012). Since the research is focused on the employee perception of CSR and the resulting employee outcomes, the research adopted several criteria to identify articles for inclusion in this study (Zhao, 2020). The first criterion applied to the search was to first filter out the top journals identified in Step 2 in "SO Journal Title/Source". The second criterion was to look for the

following keywords: "CSR" or "corporate social responsibility" or sustainability or "social responsibility" "corporate social performance," "social performance," "stakeholder," "stakeholder management," and "stakeholder relations" in AB Abstract to exclude any articles that did not apply to the research topic (Zhao, 2020). The third and final filter applied to the article search was for "employee outcomes" in "TX All Text". The initial search using EBSCO resulted in 263 articles meeting the search criteria before duplicates were removed. The search criteria were repeated using ABI, which increased the total number of articles to 275 before duplicates are removed. After duplicate articles were removed, the literature review ended up with 116 relevant articles.

A manual search process was also adopted that included recommendations from additional sources. This process results in 8 additional articles included in the search. The final total was 124 articles meeting the search criteria after duplicates were removed. All articles were downloaded for systematic review.

2.2.4 Coding Template Process

An Excel template was utilized to code all of the articles for the systematic literature review. Every article was reviewed and coded into the template to include the author's name(s), journal name, and the name of the article. Then each article was coded to identify the method of research used to determine if an evidence-based empirical approach was utilized for the research. The next step in the coding process was to identify and code the theoretical framework used in the research articles. Each construct used in the research articles was then identified and coded. In the next step, all instruments utilized in the research were found and coded into the template.

Finally, key findings were identified in the research and added to the template. Finally, it was found that 83 articles were evidenced-based empirical studies that were determined would be used in this literature review. After applying the above criteria, I retained 124 studies in 25 top journals with a combined sample size of 175,051. (Zhao et al., 2020)

2.3 Research Analysis and Findings

As shown in Table 2, of the 25 top journals identified in the previous section, 70% utilized an empirical study model that was leveraged for this research. The Journal of Business Ethics was the largest source for relevant empirical articles with 58% of the total articles that met the required criteria and 58% of the empirical studies. The next largest source for relevant articles was the Journal of Management which represents 5 of the total article's sources and 5% of the empirical studies. The Journal of Management Development and the Journal of Business were the next largest contributors to relevant articles at 4% of the total article's sources each. All remaining sources accounted for less than 30% of the total articles identified.

Table 2

Summary Count of all Included Journal Articles on Corporate Social Responsibility by

Qualitative, Conceptual or Empirical Methods Since 2006

Journal	Qualitative	Conceptual	Empirical	Total
Academy of Management Journal			4	4
Academy of Management Perspectives		1		1
Asian Journal of Business Ethics			1	1
Asian Pacific Journal of Management			1	1
British Journal of Management			1	1
Business Ethics Quarterly			3	3
Employee Relations			1	1
Ethics & Behaviors			1	1
Human Resource Management Review		1	1	2
Journal of Applied Psychology			1	1
Journal of Business		1	3	4
Journal of Business & Psychology			1	1
Journal of Business Ethics	8	15	49	72
Journal of Business Research			3	3
Journal of Management		1	4	5
Journal of Management & Organizations			2	2
Journal of Management Development	1	1	2	4
Journal of Management History	1			1
MIT Sloan Management Review	1			1
Organization Science			1	1
Organizational Behavior and Human Decision Processes			1	1
Personnel Psychology	1	1	2	4
Social Responsibility Journal			2	2
The Leadership Quarterly		1		1
Other	5			5
Totals	17	22	85	124

In Table 3 the articles are aggregated by period range. There is clear evidence of growing interest in CSR research shown by the number of identified articles in the period between 2011-2015 growing from 7 articles in the previous 5 years to 32, or a 640% increase in published articles on CSR. Interest in CSR has grown even further in recent years with a 250%

increase from 2011-2015 to 2016-2021. In addition to the growth in the number of studies on CSR, there has also been a growing interest in empirical research over conceptual research in recent years. The trend has grown from 43% of the articles containing empirical study methods in the period from 2006-2010 to 69% in the period from 2011-2015, to currently 72% of the articles containing empirical methods. Overall, 69% of the total articles sourced and utilized for this research were empirical studies.

Table 3

Summary by Publication Period of Journal Articles on Corporate Social Responsibility by Qualitative, Conceptual or Empirical Methods Since 2006

Years of Analysis	Qualitative	Conceptual	Empirical	Total
Publication Years				
2006-2010	1	3	3	7
2011-2015	4	7	22	32
2016-2021	12	12	60	85
Total	17	22	85	124

In Table 4 all the identified journal articles are grouped by theory. Social Identity Theory (SIT) is heavily utilized as a framework for many empirical studies. 24% of the total empirical studies, or 14 sources of journal articles, utilize SIT as a framework for the research. The next most heavily used theory is Social Exchange Theory (SET) at 20% of the total empirical studies and 9 sources of journal articles. Stakeholder Theory made is the next most utilized theory with 11%. These three theories (SIT, SET, and Stakeholder Theory) make up 55% of the theories used over the last fifteen years of CSR research. No other framework represented more than 4% of the total identified empirical research articles.

Table 4*Summary of Theories by Published Authors in Top Academic Journals since 2006*

Theories	Published Authors
Affective Effects Theory	Lloyd et al. (2015)
Appraisal Theory of Emotion	Ng et al. (2017)
Border Theory	Paillé et al. (2019)
Cue Consistency Theory	DeRoeck and Farooq (2017)
Deontic Justice Theory	Rupp et al. (2013)
Distributive Justice Theory	Lakshman et al. (2014)
Economic Theory	Marcus et al. (2015)
Enlightened Self Interest Theory	Peake et al. (2017)
Ethical Climate Theory	Wang et al. (2019)
Ethical Impact Theory	Schwepker et al. (2020)
Ethical Leadership Theory	Pasricha et al. (2018); Tourigny et al. (2017)
Equity Theory	Buttner and Lowe (2017)
Fairness Theory	Vlachos et al. (2020)
Frugality Theory	Velasco et al. (2021)
Internal Marketing Theory	Du and Bhattacharya (2014)
Job Design Theory	Ong et al. (2017)
Justice Theory	Donia et al. (2019); Hansen et al. (2011); Thornton and Rupp (2016); Vlachos et al. (2014)
Lean Operations Theory	Camuffo et al. (2020)
Learning Theory	Shen and Zhang (2019)
Organizational Identification Theory	DeRoeck and Farooq (2017)
Organizational Justice Theory	Lamm et al. (2015)
Person-Organization Fit Theory	Zhao et al. (2021)
Reputation Theory	West et al. (2016)
Resource Based Theory	Lee et al. (2021)
Responsible Leadership Theory	Groves and LaRocca (2011)
Self Determination Theory	Rupp et al. (2016)
Self-Verification Theory	Singhapakdi et al. (2020)

Table 4 (continued)

Theories	Published Authors
Social Exchange Theory	Archimi et al. (2018); Brieger et al. (2020); Chatzopoulou et al. (2021); Donia et al. (2019); Gaudencio et al. (2020); Islam et al. (2016); Kim et al. (2017); Lee (2017); Martin (2021); Neves and Story (2020); Paillé et al. (2019); Parkes and Langford (2020); Serkan (2020); Thornton and Rupp (2016); Vlachos et al. (2014); Zhang et al. (2014)
Social Identity Theory	Ahmad et al. (2019); Brieger et al. (2020); Burbano (2016); Buttner and Lowe (2017); Chatzopoulou et al. (2021); Farooq et al. (2017); Goswami et al. (2018); Hur et al. (2018); Korschun et al. (2014); Lamm et al. (2015); Lii and Lee (2012); Luu (2017); Lythreatis et al. (2019); Manimegalai and Baral (2018); Scheidler et al. (2019); Shao et al. (2020); Shen and Benson (2014); Tian and Robertson (2019); van Dick et al. (2020); Zhang et al. (2014)
Social Information Processing Theory	Lythreatis et al. (2019)
Social Learning Theory	Eisenbeiß & Giessner (2010); Tekleab et al. (2020); Vlachos et al. (2017)
Social Role Theory	Leslie et al. (2013)
Socio-Emotional Selectivity Theory	Wisse et al. (2018)
Stakeholder Theory	Déniz-Déni et a. (2020); Glavas and Kelley (2014); Madsen et al. (2014); Shen and Zhang (2019); Tian et al. (2020); Voegtlin et al. (2020); Winkler et al. (2019); Zhang (2010)
Theory of Planned Behavior	Houghton et al. (2009)

Several theories have fallen out of favor over the years in empirical research. Affective Effects Theory, Deontic Justice Theory, Distributive Justice Theory, Economic Theory, Internal Marketing Theory, Organization Justice Theory, Responsible Leadership Theory, Social Role Theory, and the Theory of Planned Behaviors (Du et al., 2014; Groves & LaRocca, 2011; Houghton et al, 2009; Lakshman et al., Lamm et al., 2015; 2014; Leslie et al., 2013; Lloyd et al., 2015; Marcus et al., 2015; Stewart et al., 2011; Rupp et al., 2013;) are all theories that have been empirically studied concerning CSR in prior years 2006-2015 that have not garnered additional

attention in recent years 2016-2021. Recent theories that have garnered new interest include Ethical Leadership Theory (Pasricha et al., 2018; Tourigny et al., 2017), Learning Theory (Miller et al., 2021; Shen & Zhang, 2019), and Social Learning Theory (Tekleab et al., 2020; Vlachos et al., 2017). The theories that have shown the strongest growth in interest over the years are Stakeholder Theory with 70% of studies conducted over the last 5 years between 2016-2021 (Déniz-Déniz et al., 2020; Miller et al., 2021; Shen & Zhang, 2019; Tian et al., 2020; Voegtlin et al., 2020; Winkler et al., 2019), Social Exchange Theory with 88% of studies conducted over the last 5 years between 2016-2021 (Archimi et al., 2018; Brieger et al., 2020; Chatzopoulou et al., 2020; Donia et al., 2019; Gaudencio et al., 2020; Islam et al., 2016; Kim et al., 2017; Lee, 2017; Martin, 2021; Neves & Story, 2020; Paillé et al., 2019; Parkes & Langford, 2020; Serkan, 2020; Thornton & Rupp, 2016; Zhao et al., 2020), and Social Identity Theory with 75% of studies conducted over the last 5 years between 2016-2021 (Ahmad et al., 2019; Brieger et al., 2020; Burbano, 2016; Buttner & Lowe, 2017; Chatzopoulou et al., 2021; Farooq et al., 2017; Goswami et al., 2018; Hur et al., 2018; Luu, 2017; Lythreatis et al., 2019; Manimegalai & Baral, 2018; Scheidler et al., 2019; Shao et al., 2020; Tian & Robertson, 2019; van Dick et al., 2020).

The demonstration of positive behavior from the employee towards the organization can be explained through social identity theory (SIT). Social identity theory has been well established in previous CSR literature and helps frame how an employee defines themselves within the organization by how they perceive the organization, which connects CSR perception to organizational identification (Tian & Robertson, 2017). They further noted that according to SIT, due to the employees' interest in satisfying their own needs to feel important and further their self-esteem, when the organizations behave in a way that increases their image positively,

the employee is more likely to see their company as appealing and want to identify more strongly with the organization. According to Gao et al. (2018), considering the social identity perspective, employees believe that participating in CSR programs will enhance their self-esteem in addition to their engagement within the organization.

In addition, it was found that when employees perceive themselves as sharing group membership with others in the organization, they tend to be motivated to strive actively to reach an agreement with them and to align their behavior relevant to that identity in constructive ways that benefit the organization (van Dick et al., 2020). Similarly, SIT can frame the relationship between organizational identification and connect with an organization through certain feelings, according to Gaswami et al. (2018). Internal norms, values, successes, and failures bond an employee with an organization and drive employee attitudes and behaviors. They also found that employees frequently held their organizations in higher esteem when they perceive their company is acting in a socially responsible way through CSR, further driving their affinity with the organization. Mael & Ashforth (1992) found that employees who held high levels of affinity with their organization tend to mimic the firms' characteristics, which fosters positive attitudes and behaviors, such as organizational citizenship intention, employee advocacy, and service orientation.

Table 5*Summary of Theories by Publication Period in Top Academic Journals since 2006*

Theories	2006-2010	2011-2015	2016-2021	Grand Total
Affective Effects Theory		2	2	4
Appraisal Theory of Emotion			1	1
Border Theory			2	2
Cue Consistency Theory		1		1
Deontic Justice Theory			1	1
Distributive Justice Theory			1	1
Economic Theory			1	1
Enlightened Self Interest Theory		1		1
Ethical Climate Theory			1	1
Ethical Impact Theory			1	1
Ethical Leadership Theory		2	2	4
Equity Theory			1	1
Fairness Theory			2	2
Frugality Theory			1	1
Internal Marketing Theory		1		1
Job Design Theory			1	1
Justice Theory			1	1
Lean Operations Theory			1	1
Learning Theory		1		1
Organizational Identification Theory			1	1
Organizational Justice Theory			1	1
Person-Organization Fit Theory		2	2	4
Reputation Theory			1	1
Resource Based Theory			2	2
Responsible Leadership Theory			1	1
Self Determination Theory		1		1
Self-Verification Theory			1	1

Table 5 (continued)

Theories	2006-2010	2011-2015	2016-2021	Grand Total
Social Exchange Theory		1	15	17
Social Identity Theory		5	15	20
Social Information Processing Theory			1	1
Social Learning Theory			2	2
Social Role Theory		1		1
Socio-Emotional Selectivity Theory			1	1
Stakeholder Theory	1	2	6	9
Theory of Planned Behavior	1			1
Totals	2	20	63	85

Table 6 shows the change in mediating variables usage in CSR research over the years. The use of mediating variables has grown from 20% to 70% in recent years (2016-2021). Organizational Identification (OI) is the most heavily utilized mediating variable at 14% followed by Organizational Trust (OT) which has been used in 13% of the research articles with mediating variables. It should also be noted that OI has grown substantially in interest over the last period enjoying a 70% growth in research studies utilizing OI as a mediator.

Table 6

Summary of Mediating Variables used by Publication Period in Top Academic Journals since 2006

Variables and Theories	2006-2010	2011-2015	2016-2021	Grand Total
Mediating Variables				
Adhocracy Culture			1	1
Affective Commitment		1	1	2
Code Quality		1		1
Corporate Culture		1	1	2

Table 6 (continued)

Variables and Theories	2006-2010	2011-2015	2016-2021	Grand Total
Corporate Social Performance		1		1
Customer Orientation	1	1		2
Emotional Exhaustion			1	1
Empathy			1	1
Employee Causal Attributions			1	1
Employee Engagement			1	1
Focus Climate			1	1
Follower Values		1		1
Intention to quit			1	1
Intrinsic Motivation			1	1
Job Satisfaction		1	1	2
Leadership Taking Responsibility			1	1
Leadership Trust			1	1
Meaningfulness		1	1	2
Moral Reflectiveness			1	1
Organizational Commitment		1	2	3
Organizational Embeddedness			1	1
Organizational Identification		3	7	10
Organizational Justice			2	2
Organizational Pride			1	1
Organizational Trust		2	7	9
Person Organization Fit			2	2
Pride in Membership			1	1
Prosocial motivation			1	1
Responsible Leadership			1	1
Social Exchange Theory			1	1
Social Performance		1		1
Staff Engagement	1			1
Stakeholder Perception of Firm Reputation			1	1
Stakeholder Trust			1	1
Transactional Leadership		1		1
Turnover Intention		1		1
Work Attitudes			1	1
Work related stress			1	1
Totals	2	15	43	60

Table 7 shows the usage of mediating variables by the author. Some of the most prolific authors have utilized several mediating variables in recent years (Vlachos et al, 2014; Vlachos et al., 2017; West et al.; Donia et al., 2019; Zhao et al., 2020), showing an interest in considering CSR mediation in several ways. The mediating variables that generated the most interest for the most prolific authors are OI and OT. The next mediating variable showing the most interest over the last couple of decades is organizational commitment (OC).

Table 7

Summary of Mediating Variables by Published Author by Published Authors in Top Academic Journals since 2006

Variables	Illustrative Sources
Mediating Variables	
Adhocracy Culture	Pasricha et al., 2018
Affective Commitment	Neves & Story, 2020; Vlachos et al., 2014
Code Quality	Erwin, 2011
Corporate Culture	Lii & Lee, 2012; Pasricha et al., 2018
Corporate Social Performance	Zhang et al., 2014
Customer Orientation	Korschun et al., 2014; Zhang, 2010
Emotional Exhaustion	Scheidler et al., 2019
Empathy	Martin, 2021
Employee Causal Attributions	Vlachos et al., 2017
Employee Engagement	Lee, 2017
Focus Climate	Wang et al., 2019
Follower Values	Groves & LaRocca, 2011
Intention to quit	Scheidler et al., 2019
Intrinsic Motivation	Hur et al., 2018
Job Satisfaction	Chatzopoulou et al., 2021; Lamm et al., 2015
Leadership Taking Responsibility	Tourigny et al., 2017
Leadership Trust	Tourigny et al., 2017
Meaningfulness	Brieger et al., 2020; Glavas & Kelley, 2014
Moral Reflectiveness	Kim et al., 2017
Organizational Commitment	Islam et al., 2016; Shao et al., 2020; Vlachos et al., 2014

Table 7 (continued)

Variables and Theories	Illustrative Sources
Mediating Variables	
Organizational Embeddedness	Ng et al., 2017
Organizational Identification	Brieger et al., 2020; DeRoeck & Farooq, 2017; Goswami et al., 2018; Islam et al., 2016; Korschun et al., 2014; Lamm et al., 2015; Ng et al., 2017; Shao et al., 2020; Shen & Benson, 2014; Tian & Robertson, 2019; van Dick et al., 2020; Vlachos et al., 2014; Zhao et al., 2020
Organizational Justice	Martin, 2021; Zhao et al., 2020
Organizational Pride	Ng et al., 2017
Organizational Trust	Archimi et al., 2018; Ahmad et al., 2019; Gaudencio et al., 2020; Glavas & Kelley, 2014; Hansen et al., 2011; Manimegalai & Baral, 2018; Scheidler et al., 2019; Serkan, 2020; Zhao et al., 2020
Person Organization Fit	Donia et al., 2019; Zhao et al., 2021
Pride in Membership	Lythreatis et al., 2019
Prosocial motivation	Ong et al., 2017
Responsible Leadership	Voegtlin et al., 2020
Social Exchange Theory	Lee, 2017
Social Performance	Zhang et al., 2014
Staff Engagement	MacCormick & Parker, 2010
Stakeholder Perception of Firm Reputation	West et al., 2016
Stakeholder Trust	West et al., 2016
Transactional Leadership	Groves & LaRocca, 2011
Turnover Intention	Lamm et al., 2015
Work Attitudes	Donia et al., 2019
Work related stress	Schwepker et al., 2020

Table 8 shows the usage of dependent variables over the years. Organizational Citizenship Behaviors (OCB) represent the most researched employee outcomes with 23% of the total dependent variables. The next most researched dependent variables were a tie between Turnover Intentions (TI) and Employee Satisfaction (ES), at 8% each. Organizational Commitment (OC) represents the next most researched dependent variable at 4% of the studies over the last fifteen years of CSR research.

Table 8

Summary of Outcome Variables used by Publication Period in Top Academic Journals since 2006

Variables	2006-2010	2011-2015	2016-2021	Grand Total
Internal Outcomes				
Affective Commitment			3	3
Behavioral Commitment			1	1
Compliance Issues	1			1
Corporate Actions Propensity		1		1
Courage			1	1
Creativity			1	1
Deviant Behaviors			1	1
Employee Cynicism			1	1
Employee Engagement			1	1
Employee Performance		1	2	3
Employee Satisfaction		2	5	7
Employee Turnover		1		1
Employee Well Being			1	1
Employee Work Addiction			1	1
Firm Performance	1		3	4
Holding Community Office			1	1
Innovation Performance	1			1
Low Emotion Exhaustion		1		1
Organizational Citizenship Behaviors		7	12	19
Organizational Commitment		1	3	4
Organizational Deviance			1	1
Organizational Engagement			1	1
Organizational Identification			3	3
Outcomes of Leadership			1	1
Prestige			1	1
Prosocial Behaviors			1	1
Reservation Wage			1	1
Respect			1	1

Table 8 (continued)

Variables and Theories	2006-2010	2011-2015	2016-2021	Grand Total
Sustainable Innovative Practices			1	1
Turnover Intentions		3	4	7
Work Engagement			2	2
Workplace Charitable Giving		1		1
Internal Outcomes Totals	3	22	61	86
External Outcomes				
Civic Position			1	1
Customer Outcome			1	1
Customer Value Creation			1	1
Employee Advocacy			2	2
Environmental Citizenship Behaviors			2	2
Prosocial Behaviors			2	2
Stakeholder Behavior			1	1
Service Orientation			1	1
External Outcomes Totals			11	11

Table 9 groups up the dependent variables by group type. Pro Social Behaviors make up the largest group of researched employee outcomes with 32% of the total studies researched over the last fifteen years. There is also an increased interest in these types of studies recently with 70% of the studies being conducted in the last five years. Employee Behavioral outcomes and Employee Attitudinal outcomes both came in at 25% of the total studies identified over the last five years representing the next largest group of dependent variables researched. They both have seen strong recent interest as well as showing 80% of the studies conducted over the last five years.

The findings show clear interest in continued research in OCB with 23% of the total dependent variables researched and 60% over the last five years. There is a gap in previous literature noted in the systematic literature review in evaluating several different dependent variables along with OCB, as well as a call for additional research considering CSR across

multiple employee outcomes (Zhao et al., 2020). There is also interest in some of the most prolific authors in considering the influence of mediating variables in CSR research. Of all the mediating variables utilized over the last fifteen years, organizational identification has generated the most focus, which is the reason this study has chosen to evaluate it in this research.

Table 9

Grouped Outcome Variables used by Publication Period in Top Academic Journals since 2006

Variables and Theories	2006-2010	2011-2015	2016-2021	Grand Total
Attitudinal Employee Outcomes				
Affective Commitment			3	3
Courage			1	1
Employee Cynicism			1	1
Employee Satisfaction		2	5	7
Employee Well Being			1	1
Low Emotion Exhaustion		1		1
Organizational Commitment		1	3	4
Organizational Identification			3	3
Behavioral Employee Outcomes				
Behavioral Commitment			1	1
Creativity			1	1
Deviant Behaviors			1	1
Employee Engagement			1	1
Employee Performance		1	2	3
Employee Turnover		1		1
Employee Work Addiction			1	1
Organizational Deviance			1	1
Organizational Engagement			1	1
Stakeholder Behavior			1	1
Turnover Intentions		3	4	7
Work Engagement			2	2

Table 9 (continued)

Variables and Theories	2006-2010	2011-2015	2016-2021	Grand Total
Customer Service Outcomes				
Customer Outcome		3	3	3
Customer Value Creation		1	1	1
Service Orientation		1	1	1
Firm Performance Outcome				
Compliance Issues	1			1
Corporate Actions Propensity		1		1
Firm Performance	1		3	4
Innovation Performance	1			1
Outcomes of Leadership			1	1
Firm Reputation Outcomes				
Employee Advocacy			2	2
Prestige			1	1
Respect			1	1
Pro Social Behaviors Outcomes				
Civic Position			1	1
Environmental Citizenship Behaviors			2	2
Organizational Citizenship Behaviors		7	12	19
Prosocial Behaviors			3	3
Sustainable Innovative Practices			1	1
Workplace Charitable Giving		1		1
Grand Total	3	18	63	84

2.4 Hypothesis Development

In recent years researchers have shown more interest in evaluating the impact of CSR perception on employee attitudes and behaviors, which is supported by the number of studies on CSR measuring employee outcomes (Archimi et al., 2018; Chatzopoulou et al., 2021; Gaudencio et al., 2020; Lee et al., 2021; Lee, 2017; Parkes et al., 2008; Vlachos, 2017; Zhao et al., 2019; Zhao et al., 2020). Although there has been an uptick recently in CSR research considering the impact on employee outcomes, and that research has utilized different mechanisms to evaluate these outcomes, Zhao et al. (2020) noted that the impact on internal and external employee outcomes remains uncertain (e.g., organizational citizenship behaviors, employee advocacy, service orientation). Most studies only evaluate the overall influence on employees (Gond et al., 2017; Rupp & Mallory, 2015), however, there has not been much research considering how the perception of CSR affects several employee attitudes and behaviors differently (Zhao et al., 2020). It is for that reason that this research will consider several types of employee outcomes to determine the impact of the perception of CSR.

Although there has been substantial research conducted on the value organizations can provide to communities and the environment, there has been considerably less research done at the employee level to better understand how their perception of the organization's CSR efforts affects their attitudes and behaviors (De Roeck & Maon, 2016). Significant positive outcomes at the individual level that warrant consideration were found by Caligiuri et al. (2013). He also recognized that researchers have found that this line of study can further the knowledge of how CSR impacts employees. In the last several years, research on the micro level of CSR has garnered more attention (Zhao et al., 2020). It was also found that 53% of the employees

surveyed claimed that they chose to work for their organization primarily because of the CSR programs (Hoeffler et al., 2010). Another important finding was that employees look to identify with their organization in their work and how that connects to their attitudes and behaviors towards organizational CSR efforts which can help bring employees closer to their organizations resulting in positive employee attitudes and behaviors (Aguinis & Glavas, 2012). In addition, it was found that perceived CSR significantly influences an employee's behavior towards the organization when that employee develops an affinity with the organization because of the CSR efforts (Tian & Robertson, 2017).

2.4.1 *Organizational Citizenship Behaviors*

Extra role attitudes and behaviors, such as organizational citizenship behaviors (OCBs), that go beyond the minimum effort required in a role are the keys to performance in an organization (Archimi et al., 2018). OCBs refer to the behavior of an employee that is discretionary, not rewarded, or recognized explicitly by the organization and tends to promote the efficient and effective functioning of the organization (Organ & Konovsky, 1988). An example of this would be when an employee volunteers for extra work to help the team, or the organization hit an important goal. OCBs are performed spontaneously by employees who elect to go beyond in-role expectations. As such, these voluntary activities are performed by employees without regard to possible sanctions or incentives (Organ & Konovsky, 1988). In addition, it was also found that employee perceptions of CSR in their organizations strongly influenced their OCB intention by Newman et al. (2015).

In a study published in 2013 at a North American university, it was found that CSR perceptions were positively correlated to the participants' OCB intention (Rupp et al., 2013). They also noted that there was evidence that CSR perceptions would effectively predict employee behavioral intention. Another aspect of their research was the expectation that CSR fosters goodwill amongst employees that helps foster these important attitudes and behaviors, such as OCBs (2013). One possible reason for this, as noted by Martin (2021), is that employees evaluate their organization's socially responsible behavior and make judgments regarding how much extra effort they will make on the organization's behalf because of this evaluation.

Employees are likely to respond to an organization's CSR efforts by demonstrating prosocial behavior, such as OCBs (Ong et al., 2018). They also noted that the stronger the prosocial motivation derived from the organization's CSR, the more likely the employee was to engage in OCB for the organization. Additional research provides evidence that perceived organizational CSR efforts led to the enhanced prosocial behavior of OCBs (Goswami et al., 2018). They provided an example of this type of prosocial behavior benefiting the organization of an employee recommending the organization to job applicants outside the company. This type of behavior essentially acts as a shield for the company as employees drive positivity towards the organization, which is outside of their job role. As organizations find these extra role attitudes and behaviors to be valuable, further research regarding the influence of CSR perception is warranted.

Therefore, it is reasonable to conclude that how an employee perceives their organization's CSR programs will affect employee outcomes, such as OCBs.

Hypothesis 1 There is a positive relationship between CSR and OCB outcomes

2.4.2 Employee advocacy

Employees in the organization tend to feel compelled to behave constructively towards the organization to show appreciation for the opportunity to engage in CSR activities (Vlachos et al., 2017). He also believed that these positive attitudes and behaviors towards the organization would increase employee advocacy (EA). His research found that genuine CSR perception motivated employees resulting in the employees engaging in extra agency attitudes and behaviors like EA, which drive stronger organizational reputation. In addition, it was found that CSR is very important to positive employee attitudes and behaviors that enhance employee advocacy intention (Lee, 2021). He also noted that CSR activities can help motivate employees to reciprocate by speaking positively regarding the organization. His research also found that those employees tended to view themselves as ambassadors of the organization by recommending that potential customers utilize their firms' products.

In addition, it was noted that the perception of organizational CSR efforts helped drive employee advocacy, which was found to help attract and retain talented employees (Tetrault Sirsly & Lamertz, 2008). A study conducted by Du et al. (2008) revealed that roughly one-third of all employees utilized employee advocacy attitudes and behaviors by advising someone outside the organization to use the company due to their CSR efforts. Finally, in another study of the pharmaceutical industry, it was also found that organizational CSR efforts led to stronger employee advocacy attitudes and behaviors (Sanchez-Hernandez et al., 2021). The value this type of advocacy has towards an organization is strategic, in that it not only indicates employee loyalty but affects how the reputation of the organization is seen by people outside the organization (Kang & Sung, 2017).

Organizations gain a tangible benefit to their reputation when employees advocate on their behalf to outside stakeholders. Since the perception of CSR efforts has been linked to higher levels of employee advocacy in organizations, and these attitudes and behaviors have been found to be important in recruiting and retaining talented employees, it is reasonable to argue that higher levels of perceived CSR in an organization will drive employee advocacy. Therefore, this study hypothesizes that how an employee perceives their organization's CSR programs will affect employee advocacy.

Hypothesis 2 There is a positive relationship between CSR perceptions and employee advocacy

2.4.3 *Service orientation*

The internal environment of an organization is typically reflected in the customer experience through employee service orientation (SO) (Schneider et al., 2017). He further found that an employee's perception of the organization's values will help shape their attitudes and behaviors towards customers, and it is reasonable to expect that positive organization perception generated by an organization's CSR activity would result in more positive service towards the customer by employees. In addition, his research found that the service orientation benefits extended beyond external customers and generated positive service to internal customers within the organization as well.

In a study of hotel employees, it was discovered by managers that the stronger the perception of the hotel's CSR efforts, the more the employees' service orientation improved (Supanti et al., 2014). They also noted that the hotels received a direct benefit from this increase

in employee service to their customers. One of the interesting findings was that employees improved their customer service abilities when they utilized their knowledge of their company's CSR efforts (2014).

Service orientation has garnered more interest in recent years relating to CSR with all the top journal published research being conducted in the last five years. Organizations are realizing that leveraging socially responsible programs can help drive better customer service, which is a clear win for the organization. As all organizations seek to deliver high levels of customer service, and research has shown a connection between CSR efforts and service orientation, there is evidence to support organizations that want higher service orientation to continue to invest in their CSR efforts. Therefore, it is fair to determine that how an employee perceives their organization's CSR programs will affect employee attitudes and behaviors, such as SO.

Hypothesis 3 There is a positive relationship between CSR perceptions and service orientation

2.4.4 *The role of OI and CSR on employee outcomes*

Organizations that are perceived as actively engaging in CSR are viewed in a more positive light and far more appealing to their employees (Zhao et al., 2020). It was also noted by Schaefer et al. (2020) that employees tend to feel prideful when their organizations behave in a socially responsible way which allows the employees to feel better about themselves as it validates their choice to be a part of the organization. They also found that when CSR measures were directed at employees and towards the environment it drove the employees' pride in the organization. An employee's identification with the organization is commensurate with his or

her feeling that the organization is a good citizen (Rodrigo & Arenas, 2008). Employees developing pride in the organization through the organization's CSR efforts will lead to the employee fostering identification with the organization, which will influence their attitudes and behaviors in the workplace in a positive way. Therefore, it follows that when employees identify with the organization due to the organization's CSR efforts, they will exhibit more positive internal and external attitudes and behaviors, which will result in higher levels of prosocial employee outcomes, such as OCBs, EAs, and SOs.

OCBs mediated by OI

OCBs are important prosocial employee attitudes and behaviors that benefit organizations as they drive internal productivity as well as foster connectivity between the employee and the organization. Van Dick et al. (2020) noted that relatively little research has been done to empirically evaluate how OCBs are influenced by the relationship CSR has on the employee's organizational identification. CSR perception leads to affinity and connectedness with the organization (Goswami et al., 2018). Employees who developed an affinity with the organization were more connected and became an accepted part of a larger group within the organization (Zhao et al., 2020). Once that feeling of being a connected part of the organization has been established, employees respond with positive attitudes and behaviors towards the organization (Goswami et al., 2018; Zhao et al., 2020). Another study by Mael & Ashforth found that once employees develop an organizational affinity with the company, they view the success of the organization as their success, which manifests in attitudes and behaviors that benefit the organization, such as OCBs (1992).

It stands to reason that employee perception of CSR programs, mediated by organizational identification, will lead to more employee OCB outcomes. Employees seek to be successful and when they identify with an organization, they want to see the organization succeed as well. As noted above, since CSR perceptions drive employees to develop an affinity with the organization, employees with OI will behave positively towards the organization through demonstrations of OCBs. It follows that CSR perceptions, along with the mediating role of OI, are instrumental in CSR perception driving OCBs. OI is necessary for an employee's perception of CSR programs to influence whether or not employees decide to behave in a certain way. Therefore, it follows that employees that identify with the organization will develop more of these positive employee attitudes and attitudes and behaviors, such as OCBs, from an organization's CSR effort.

In summary, there is strong support that employee CSR perceptions influence employee OCB through OI. Therefore, this research hypothesizes the following:

***Hypothesis 4a** Organizational identification positively mediates the relationship between CSR and OCB behavior*

EA mediated by OI

The demonstration of EA as a pro-organizational behavior is related to CSR perception but requires that the employee has developed OI as a result of those CSR efforts (Lee, 2021). When employees believe that external stakeholders have a positive perception of the organization, the employee develops a sense of pride connected to working for the organization, which develops connectivity from the employee to the organization (Kim et al., 2010). Employee OI development triggers the employee to see the organization viewed in a positive

light by other people outside the organization by the employee. EA is demonstrated when employees attempt to influence stakeholders outside the organization, especially people they know personally, to hold their company in as high regard as they feel about it. This behavior is supported by Morgan and Burchell (2010), who noted that EA in the organization increased driven by their identification with the organization due to the organizational CSR efforts. Likewise, Lee (2021) noted that employees gained feelings of enjoyment from serving customers exceedingly well which drove further positive attitudes and behaviors towards the organization, such as more outspoken demonstrations of loyalty like EA.

Given that employees develop OI as a result of the organization's CSR efforts, and OI drives employees to want to demonstrate their loyalty through pro-social attitudes and behaviors by trying to influence other people outside the organization to feel as positively about the organization as they do through EA, it is reasonable to say that OI is required for EA to occur from an organization's CSR efforts. As a result, they will advocate for the organization and promote it positively as an informal personal ambassador that also benefits the organization. It also follows that employees who have developed OI from their perception of the organization's CSR programs would advocate positively, and passionately, with people outside the company to strengthen the employee pride in working for the organization and validate their OI. Therefore, this research hypothesizes that OI influences the relationship between CSR and EA positively.

Hypothesis 4b *Organizational identification mediates the relationship between CSR and Employee Advocacy behaviors*

SO mediated by OI

SO is an employee's inclination to deliver strong customer service and the attitude to do so effectively (Lee, 2021). This allows customers to feel positive about the employee's organization which is demonstrated when frontline employees take on the role of the main ambassador of the organization to customers (Lee, 2021). This interaction is important as it is the primary impression developed by the customer during their retail experience and the SO impact the employees have on the customer experience is significant (Solnet, 2006). De Roeck & Farooq (2017) noted that this interaction creates an important opportunity for organizations to foster high levels of SO among their employees. De Roeck & Farooq (2017) also found that OI was instrumental in driving positive benefits to the organization as employees who identified with the organization typically manifested their values externally to customers. One key finding of De Roeck & Farooq's research was that organizations can leverage the employee OI, developed through CSR programs, to enhance the employee's SO with customers.

Research conducted by Lee (2021) also found that SO, or an employee's proclivity to exceed customers' expectations and needs, is driven by the employee's affinity with the organization. Drivers of these employee attitudes and behaviors informed management and led to positive organizational effectiveness through increased levels of customer satisfaction (Schneider et al., 2017). In a study evaluating the influence of OI among employees, Ben-Gal et al. (2014) found that employees who reflect the organizational traits will tend to behave in similar ways to the organization, which will nurture higher levels of service quality to customers.

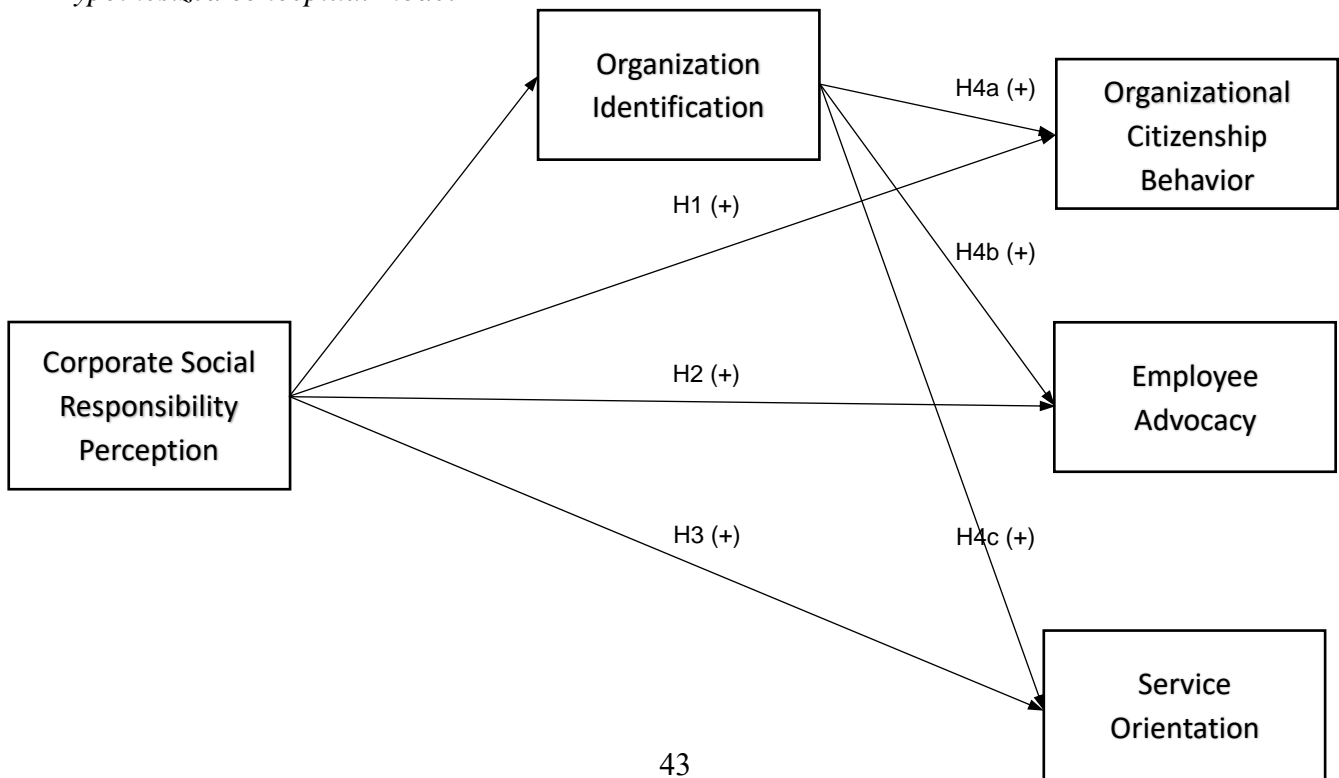
Given that employee CSR perceptions develop identification with the organization, and that OI will result in the employees' attitude toward the company doing well, the result will be improved

SO by the employee to the customer. There is substantial support that SO requires employees to identify with the organization and that those employees who identify with the organization as a result of CSR efforts are going to deliver an exceptional level of customer service due to their attitude to see the organization do well. For an organization's CSR efforts to result in higher levels of service to the customer by employees, as demonstrated by SO, it is important for employees to have OI to support these pro-organizational employee attitudes and behaviors. Therefore, this research hypothesizes that OI positively influences the relationship between CSR and SO.

Hypothesis 4c *Organizational identification mediates the relationship between CSR and service orientation attitudes*

Figure 2

Hypothesized conceptual model



METHODOLOGY

3.1 Research Methods

3.1.1 Design Elements

This research is a quantitative study design using data collected from surveys adapted from previously vetted instruments so the research could evaluate the hypotheses. Data were collected using an online survey method. The survey sampled full-time employees who perform customer service activities at an organization that has a CSR program in the United States to better understand how the model variables affect each other. Qualtrics Panel is an online panel that was used to gather quantitative data for this research. Several online panel data collection companies were considered; however, Qualtrics Panel was chosen for their high data quality in replication studies (Holt & Loraas, 2019). Focusing this research on full-time employees who perform customer service activities at an organization in the United States that conducts CSR programs allows us to ensure all responding participants have the same frame of reference. These participants are compensated a modest amount (\$2.50) for their participation and complete responses with only one response per participant allowed. I also screened to ensure a level of confidence that the participants are full-time employees performing a customer service role at an organization in the United States.

The research was conducted at the employee level. Zhao et al. (2020) found that most of the previous research on CSR has focused on organizational level models and there is a lack of research at the employee level. In addition, Ones & Dilchert (2012) researched employee attitudes and behaviors aimed at evaluating a behavioral factor where there are individual

employee differences and called for additional research to better understand what drives these employee attitudes and behaviors. Archimi et al. (2018) also noted that CSR efforts have been found to drive positive employee attitudes and behaviors towards the organization. Therefore, this research evaluated CSR, organizational identification, OCB, EA, and SO at the employee level.

3.1.2 Population and Sample

The population for this study was employees working full-time in operations at a company in the United States where CSR programs are being conducted. This population group allowed us to evaluate the influence of the research constructs on employees and established a measurable correlation between them to determine if the hypotheses are supported. Qualtrics Panel was used to identify employees working in organizations dealing with customers in the United States and was utilized to derive a sample group of participants in the study. Qualtrics is a useful online survey service that connects researchers with potential participants in online studies (Callegaro et al., 2014). Qualtrics survey results have been used in 6% of the online-based research conducted between 2006 to 2017 (Porter et al., 2019). The sample size was determined by using several methods and utilizing the higher of the two sample sizes. The first method used to determine sample size was designed by Daniel Soper (2020) using an anticipated effect size of .3, a desired statistical power of .8, number of latent variables = 5, number of observed variables = 30, and a probability level = .05 to come up with a sample size estimate of 200. In addition, I calculated the minimum sample size required using the method developed by Schumacker & Lomax (2010) which recommends a minimum sample size of 10 respondents for

every question which came up to 330 (33 questions * 10). This research sought an overall sample of $n = 330$ to ensure I had more than enough data to effectively test the hypotheses. Given a typical response rate of 57% (Ong et al., 2018) I sent out surveys to more than $n = 579$ to hit more than the minimum sample size required.

3.2 Instrumentation

Six scales were utilized for this research in addition to a marker variable in the survey to collect data for analysis. The survey items were all consistent using a Likert style model using 1-5 or 1-7 scales detailed below, which follows their original scale method. These instruments were chosen because they are the best fit for the study, and they have all been utilized in prior CSR research.

CSR was measured with a six-item instrument with a Likert scale (1-5, 1 = Strongly Disagree and 5 = Strongly Agree). A general corporate social responsibility scale developed by Mueller et al. (2012) was adapted for this measure by changing the questions to first person, such as changing "Do you believe your company is a fair market participant" to "My company treats all stakeholders fairly". They tested the reliability and validity of this adopted CSR scale using a sample of 147 Chinese MBA students and had an internal consistency of 0.86 on average. To further examine the convergent validity of this scale, they assessed its correlations with several existing CSR scales, including Turker (2009), Maignan (2001), and Stanaland et al. (2011). The Mueller instrument had been shown to predict OCBs behaviors better than the Turker scale with all correlations greater than .70 and significant $p < .001$. They also assessed the discriminant validity of the CSR scale by comparing it against perceived organizational support using confirmative factor analysis (CFA) (Mueller et al., 2012) and found that the scale was a

significant improvement over the Turker (2009) or Maignan (2001) instruments. The scale was also used effectively to evaluate the relationship between CSR and OCBs and the improvement of employee outcomes by Glavas (2016).

OI was adapted using a five-item instrument with a Likert scale (1-5, 1 = Strongly Disagree and 5 = Strongly Agree) created by Mael and Ashforth (1995). The scale was initially created for the military, and this study adapted the scale by substituting "Company" for "Army" in this research. The five items are: (a) When someone criticizes my company, it feels like a personal insult; (b) I am very interested in what others think about my company; (c) When I talk about my company, I usually say "we" rather than "they"; (d) My company's successes are my successes; and (e) When someone praises my company, it feels like a personal compliment. Coefficient alpha, which has been $>.80$ in previous samples, was $.74$ for this sample.

OCBs were measured from a five-item instrument with a Likert scale (1-7, 1 = Strongly Disagree and 7 = Strongly Agree) developed by Podsakoff and MacKenzie (1990). The original scale was kept using a seven-point Likert ranging from (1) "Strongly Agree" to (7) "Strongly Disagree".

All items originally selected for the scale were given to a group of ten researchers for coding to conduct a Q-Sort with the final scale items gaining at least 80% agreement. The results of the CFA for the scale were good with a TLI = $.96$. Podsakoff and MacKenzie found their scale to be significant with a Cronbach Alpha = $.83$. The scale was used by Donia (2019) to determine the influence of CSR on OCB attitudes and behaviors and the CFA found all factors statistically significant and a good fit with a CFI = $.92$ and TLI = $.91$. Details of the OCB scale questions can be found in Appendix C.

EA was measured from a four-item instrument with a Likert scale (1-7, 1 = Strongly Disagree and 7 = Strongly Agree) developed by Walden and Westerman (2018). The original scale was developed to measure how employees advocate for their organization and included statements such as "I will recommend the organization's mission and services to others" and "I will recommend the organization to someone who seeks my advice." CFA was run on the scale ($\chi^2(df = 2, N = 223) = 7.99, p = .02; CFI = 0.99; RMSEA = .12$). An additional CFA was also run using Hunter's program resulting in all correlations within 95% confidence interval. The scale was significant with a Cronbach Alpha = .96. The scale was used to evaluate EA and found that certain characteristics of internal communication are required to create organizational commitment which leads to employees engaging in pro-organizational advocacy attitudes and behaviors. Details of the EA scale questions can be found in Appendix C.

SO was measured from a six-item instrument with a Likert scale (1-5, 1 = Strongly Disagree and 5 = Strongly Agree) adapted from Briggs (2020) by changing "We" to "I" in each survey question to provide a first-person perspective to the participants. The scale was developed from a shortened form of the Lytle et al. (1998) SERV*OR scale which included 35 items and included questions such as "I go out of my way to prevent customer problems" and "I go the "extra mile" for customers." The Briggs (2020) scale was strong with a Cronbach Alpha = .84 and an AVE = .49. A CFA was performed and came up with a good fit $CFI = .91; RMSEA = .07$. The scale was used to evaluate the influence of employee satisfaction on employee SO and will be used in this research to evaluate the influence CSR perception on SO with OI as a mediating factor.

3.3 Control Variables

When employing a single survey instrument to collect data on several scale items at the same time the possibility exists for the results to be distorted through the common method variance effect. In this research, marker variables were used to assess Common Method Variance (CMV) and determine the possible impact on the results. The research assessed self-report variance by implementing a marker variable into the research survey (Williams et al., 2010). This variable was unrelated to the other survey questions but shares the same method of having the same data source. The marker variable was an I-PANAS-SF (Thompson, 2007) instrument which is composed of three words that are negatively leaning (hostile, nervous, & afraid). The study assessed CMV using three items with a Likert scale (1-5, 1 = Never and 5 = Always).

This research controlled for several employee-level variables that have been used in prior CSR research to further interpret the attitudes and behaviors of employees toward CSR efforts by the organization. The following control variables were chosen due to them being heavily used in prior CSR employee-level studies and having applicability to this research. Demographic information including gender was also captured as control variables and coded for males and females. Age is another control variable that was captured using the following age ranges: 18 – 25 years old (Gen Z), 26 – 41 years old (Millennials), 42 – 57 years old (Gen X), and 58 – 67 years old (Boomers II). Level with company was also captured in the survey using (salary, non-salary). Department was captured in the survey using (Customer Service, Operations, Merchandising, Backoffice, Other).

In addition, Employee Altruism was measured as a control with a four-item instrument with a Likert scale (1-5, 1 = Never and 5 = Always). This instrument was adopted from a Coffey and Joseph (2013) scale developed to measure a person's altruism. This instrument asked participants how often they have given money to charity, have done charity work, given directions to strangers, or looked after someone's pets, in the last year. The scale has a Cronbach Alpha = .74.

3.4 Data Collection & Analysis

Data were collected using an online survey platform Qualtrics. This method allowed the study to ensure participant anonymity and data security. It also allowed for an easy method of delivery to participants as a link is sent through email directly to the organization to distribute which further supports the anonymity of participants. Once the data were collected it was downloaded into statistical software for analysis and hypothesis testing. Analytical software was used to conduct hypothesis testing that is common to this type of research.

The electronic survey was distributed on June 24, 2022, through Qualtrics Panel participants after a soft launch was conducted to ensure data quality. The survey was sent out to generate the most responses from the survey recipients after a successful defense proposal, to the sample group of participants using a standard link. Qualtrics was set to ensure anonymity for all participants. Once the survey had been delivered and confirmed participants will be given a day to respond. Data were collected the day after the data collection process was completed a week after the initial survey was sent out, for statistical analysis and no more participant data were utilized after the deadline of July 1, 2022. All data were treated as confidential and secured in a dedicated server to which only the researcher had access. Using this data collection method had

some limitations. Collecting all of the data at the same time creates the potential for common method bias which I assessed using variance inflation factor analysis. It also creates the potential for bots or unusable responses which would have been assessed and removed during the data analytics process.

The study utilized SPSS AMOS 26 software and SEM, which are heavily used in CSR research models, to run statistics to determine model fit, data accuracy, and to test hypotheses. SPSS is a highly regarded statistical software that had all of the needed functionality to evaluate the collected response data and determine if the hypotheses are supported. AMOS also had all the needed functionality to determine how well the models fit and develop comparisons, so I was able to choose the best fitting model for the data.

The first analysis conducted assessed the sample to determine the level of precision and consistency of the results. This reliability check was done in SEM and evaluated the composite reliability (CR) of the measurement model. I also used the more stringent reliability threshold of .70 to evaluate the measurement model and check the reliability of the results.

The next step in the analysis was to assess the measurement model and scales. Pattern and structure coefficients were calculated using SEM to evaluate how the construct variables relate to each other and determine construct validity. Convergent and discriminant validity for the dependent variables (OCB, SO, & EA) was also evaluated in this study using factor loadings, the composite reliability (CR), the average variance extracted (AVE), and the square root of the AVE. In addition, maximum likelihood was utilized as an estimation technique leveraging the covariance matrix.

The next step in the data analysis process was to test CMV to ensure the model measures what is intended. I included a three-item instrument in the survey that was not related to the other six scales and used the same method as the other constructs being measured. The CMV variables were loaded into AMOS along with the initial CFA model where the chi-squared was calculated, degrees of freedom, CFI, and RMSEA. In step 2 I captured the model baseline with a chi-squared, degrees of freedom, CFI, and RMSEA. In step 3, I captured the model Method-C with a chi-squared, degrees of freedom, CFI, and RMSEA. In step 4, I captured the model Method-U with a chi-squared, degrees of freedom, CFI, and RMSEA. Finally, in step 5, I captured the selected model with a chi-squared, degrees of freedom, CFI, and RMSEA. This testing showed if CMV is a problem or not with this model.

A post hoc analysis test was also conducted to assess how robust the findings in the study were. This test evaluated the influence of CSR perception on employee outcomes by demographic groups (e.g., age, gender, level with company, department) to determine if they were important in the hypothesized model. Each of the control variables that were used in the initial measurement model was used as a moderator in the hypothesized model to determine if their addition is statistically significant.

First, the potential moderating effect of age was considered in the post hoc analysis to determine if there was any effect on the dependent variables. SEM Amos was used to analyze the indirect effects using age as a moderating variable in the model. All of the other measurement model constructs remained the same and statistics were run to determine if age as a moderating variable is significantly correlated.

Next, gender was analyzed as a moderating variable with the original measurement model variables all remaining the same to determine if gender had a moderating influence over the dependent variables. The level of the company was evaluated in the post hoc analysis, followed by the department, to determine if either control variable should be included in future models as a moderator. Statistics were run on this post hoc analysis and evaluated to make this determination.

RESULTS

4.1 Data Analysis

In this research, I used IBM® SPSS® AMOS 28 software to conduct a CFA model analysis to determine "Goodness of Fit" as well as SEM. The setting for Maximum likelihood was used when conducting the CFA analysis which is based on a covariance matrix assuming multivariate normality. I also evaluated pattern and structure coefficients to help understand how the construct variables related to each construct (Construct variability), including themselves (Graham, Guthrie, & Thompson, 2003). Other evaluation statistics were considered, including the composite reliability (CR), the average variance extracted (AVE), and the square root of the AVE to assess and determine if there were any there are any issues with convergent and discriminant validity.

4.1.1 Data Cleaning

I used bot checks as well as attention checks to ensure data quality in the survey results. The survey was closed in Qualtrics Panel once a statistically relevant number of sample surveys was completed, which was downloaded from Qualtrics into Excel for analysis. A total of 1,333 surveys were completed and downloaded into Excel for further analysis and data cleaning. 466 (35.0%) responses were excluded due to failing the initial screening questions or the BOT check requirement included at the beginning of the survey for a subtotal of 867 remaining surveys. An additional 144 (10.8%) were removed due to the participant not being in a customer service role

in the organization leaving a subtotal of 723 remaining surveys. Another 56 (4.2%) responses were removed due to the participant not paying enough attention to the questions and speeding through the survey (The survey took less than half the average time of 8.6 minutes to complete) which leaves a subtotal of 667 survey responses. Another 51 (3.8%) responses were removed due to the participant not working full time leaving the remaining 616 survey responses. Forty (3.0%) responses were removed due to their being received after the survey closed leaving a subtotal of 576 surveys. Another 29 (2.2%) responses were removed due to the participant not working in an organization that conducted CSR programs leaving a subtotal of 547 surveys remaining. An additional 14 (1.1%) responses were removed due to the participants not being at least 18 years of age leaving a subtotal of 533 surveys remaining. Another 13 (1.0%) surveys were removed due to straight-lining responses by the participant leaving a subtotal of 520 surveys remaining. Finally, 12 (0.9%) surveys were removed due to the participant not consenting or residing outside of the United States leaving a final cleaned dataset of 508 (38.1%) useable response results for analysis.

4.1.2 Demographics

I analyzed the final sample set of 508 responses and found that the participants leaned younger with the most common age group being 35 – 39 (23.3%) followed by participants in the 30 – 34-year age range (22.2%). The age group with the least number of participants was 18 – 24 (3.7%) in the survey results (Table 10). A majority of the participants were salaried employees at 291 (57.3%) versus hourly employees which made up the remaining 217 (42.7%) of surveys used (Table 12). Most of the participants worked in Customer Service with 259

(50.1%) surveys submitted, followed by Operations with 144 (28.3%), Other with 72 (14.2%) responses received, Backoffice with 24 (4.7%) responses and Merchandising with 9 (1.8%) submitted surveys (Table 13). Of the final participant group 267 (52.6%) were male, 238 (46.9%) were female, 2 (0.4%) participants identified as non-binary, and 1 (0.2%) chose not to identify their gender (Table 11). The (46.9%) female participants in the survey are in line with what the U.S. Bureau of Statistics has for the percentage of women employed in the workforce as of June 2022 (47.0%) (2022).

Table 10

SPSS Demographic Age Group

Age Group	Frequency	Percent	Cumulative Percent
18 – 24	19	3.7	3.7
25 – 29	57	11.3	15.0
30 - 34	113	22.3	37.3
35 – 39	118	23.3	60.6
40 – 44	85	16.7	77.3
45 - 49	47	9.3	86.6
50 - 54	25	4.8	91.4
55+	44	8.6	100.0
Total	508	100.0	

Table 11*SPSS Demographic Gender*

Gender	Frequency	Percent	Cumulative Percent
Male	267	52.6	52.6
Female	238	46.9	99.5
Non-binary / Third Gender	3	.5	100
Total	508	100	

Table 12*SPSS Demographic Work Level*

Work Level	Frequency	Percent	Cumulative Percent
Hourly	217	42.7	42.7
Salary	291	57.3	100
Total	508	100	

Table 13*SPSS Demographic Department*

Department	Frequency	Percent	Cumulative Percent
Customer Service	259	51.0	51.0
Operations	144	28.3	79.3
Merchandising	9	1.8	81.1
Backoffice	24	4.7	85.8
Other	72	14.2	100
Total	508	100	

4.2 Measurement Model Fit

The next step in the process was to determine the "goodness of fit" of the model using Confirmatory Factor Analysis (Kline, 2016; Schumacker & Lomax, 2016). I performed this analysis in SPSS AMOS 28 software and loaded all factors (5) initially to determine correlation and evaluate how well the model measured what was intended. Several typically used indices

were utilized to determine model fit for several different models using AMOS. I evaluated "goodness of fit" using several methods: $RMSEA \leq .08$, $SRMR \leq .08$, $CFI \geq .90$, AIC / BIC, $ACR \leq .10$ (Byrne, 2010; Kline, 2016; Schumacker & Lomax, 2016).

The initial model (M1) used all five factors in the model and included all items. The fit score was ($RMSEA = .05$, $SRMR = .05$, $CFI = .94$), which are all within preferred limits. $RMSEA$ was under the limit of .08 and fell within an acceptable range. The comparative fit index (CFI) was .94 which is greater than the minimum of .90 and fell within an acceptable range. Standardized root means squared residual ($SRMR$) was also calculated at .05 which was under the maximum of .08 and fell within an acceptable range. The model also had ($\Delta\chi^2 = 625.9$, $p < .001$). A second model was run (M2) which combined all three dependent variables into a single factor for a three-factor model. M2 had an $\chi^2 = 1190.8$ with 296 degrees of freedom, Root Mean Square Error of Approximation ($RMSEA$) = .08, standardized root mean squared residual = .08, and comparative fit index (CFI) = .83. A third model was run (M3) which combined all variables into a single factor for a one-factor model. M3 had an $\chi^2 = 1986.1$ with 299 degrees of freedom, root mean square error of approximation = .11, standardized root mean squared residual = .09, and comparative fit index (CFI) = .67. Overall, the comparisons clearly show the first model (M1) is the strongest overall fit with neither M2 ($\Delta 579.63 \chi^2$ & $\Delta 7$ df) M3 ($\Delta 1374.93 \chi^2$ & $\Delta 10$ df) showing significant improvement. Since the χ^2 is lower in Model 1 (5 factors) than in Model 2 and Model 3, and Model 1 is significantly better, it is determined that Model 1 is the best fit for the measurement model.

Table 14*Measurement Model Comparisons to Determine Best Fit*

Model (M)	χ^2	df	RMSEA (90% CI)	SRMR	CFI	AIC	BIC	ACR	LR of $\Delta\chi^2$	Δdf
M1: 5 Factors	625.9	289	0.05 (0.04 – 0.05)	0.05	0.94	749.93	1012.22	19		
M2: 3 Factors	1190.8	296	0.08 (0.07 – 0.08)	0.08	0.83	1300.78	1533.46	53	564.9***	7
M3: 1 Factors	1986.1	299	0.10 (0.10 – 0.11)	0.09	0.67	2090.10	2310.08	57	1360.2***	10

Note. df = degrees of freedom. RMSEA = root mean square error of approximation.

*** Significant at $p < .001$. SRMR = standardized root means square residual. CFI = comparative fit index. AIC = Akaike Information Criterion. BIC = Bayes Information Criterion. ACR = absolute correlation residuals.

4.2.1 Convergent Validity

The next step in the data analysis after Model 1 was identified as the best overall fit was to evaluate all factor loadings in the analysis to evaluate validity and reliability. The first step in evaluating the measurement model's validity was to test for convergent validity to see how all scales correlate with each other. A standardized path and structure coefficient measurement model was conducted on the model and found that all factor loadings were above the minimum threshold of .50, except for SO_2, "I am noticeably more friendly and courteous than employees of our competitors", which was close at .49, and with several factors also exceeding the stronger threshold of .70 but less than .95 (Bagozzi & Yi, 1988; Hair, Babin, Anderson, & Black, 2018; Kline, 2016). An assessment was also made finding each manifest variable correlated most highly with its corresponding factor, as indicated by the structure coefficients (Graham et al.,

2003; see Table 15). I also noted that the Composite Reliability (CR) scores (CR; .74 - .84) far exceeded the widely accepted .60 threshold which further showed reliability (Bagozzi & Yi, 1988; see Table 17). In addition, I found that all Average Variance (AVE) fell without acceptable ranges (AVE; .42 - .50) which further showed convergent validity (Bagozzi & Yi, 1988; see Table 16).

Table 15*Standardized Path (P) and Structure (S) Coefficients for Measurement Model 1*

Construct Variables	SO		EA		OCB		OI		CSR	
	P	S	P	S	P	S	P	S	P	S
SO										
SO_1	0.69	0.69		0.37		0.51		0.34		0.29
SO_2	0.49	0.49		0.27		0.37		0.25		0.21
SO_3	0.77	0.77		0.42		0.57		0.38		0.33
SO_4	0.70	0.70		0.38		0.52		0.35		0.29
SO_5	0.63	0.63		0.34		0.47		0.31		0.27
SO_6	0.55	0.55		0.30		0.41		0.27		0.23
EA										
EA_1		0.33	0.61	0.61		0.33		0.53		0.39
EA_2		0.38	0.71	0.71		0.38		0.62		0.45
EA_3		0.31	0.58	0.58		0.31		0.51		0.37
EA_4		0.37	0.68	0.68		0.36		0.59		0.43
OCB										
OCB_1		0.50		0.36	0.67	0.67		0.35		0.30
OCB_2		0.52		0.37	0.70	0.70		0.36		0.31
OCB_3		0.54		0.39	0.72	0.72		0.37		0.32
OCB_4		0.55		0.40	0.74	0.74		0.38		0.33
OCB_5		0.52		0.37	0.70	0.70		0.36		0.31
OI										
OI_1		0.29		0.51		0.30	0.59	0.59		0.40
OI_2		0.33		0.58		0.34	0.66	0.66		0.45
OI_3		0.37		0.65		0.38	0.74	0.74		0.50
OI_4		0.38		0.65		0.39	0.75	0.75		0.51
OI_5		0.36		0.64		0.38	0.73	0.73		0.49
CSR										
CSR_1		0.26		0.39		0.27		0.41	0.61	0.61
CSR_2		0.29		0.43		0.30		0.45	0.68	0.68
CSR_3		0.29		0.44		0.31		0.47	0.70	0.70
CSR_4		0.32		0.48		0.33		0.51	0.76	0.76
CSR_5		0.27		0.40		0.28		0.42	0.63	0.63
CSR_6		0.32		0.47		0.33		0.50	0.75	0.75

Note. EA = Employee Advocacy. SO = Service Orientation. OCB = Organizational Citizenship Behavior. OI = Organizational Identification. CSR = Corporate Social Responsibility.

4.3 Scale Assessment

I uploaded my SEM data file into SPSS to calculate the reliability statistics for all of the instruments used in the measurement model to ensure they are reliable with a Cronbach Alpha of at least $> .70$. The CSR scale (Mueller et al., 2012), which has an internal consistency of $.86$ in prior research by Glavas (2016), has a Cronbach Alpha = $.84$ in the measurement model demonstrating strong internal consistency. The OI scale (Mael and Ashforth, 1995), which had an internal consistency = $.74$ in prior researched samples, has a Cronbach Alpha = $.82$ in the measurement model demonstrating strong internal consistency as well. In addition, the OCB scale (Podsakoff and MacKenzie, 1990) which had Cronbach Alpha = $.83$ in prior research samples, has a Cronbach Alpha = $.83$ in the measurement model demonstrating strong internal consistency in line with prior findings. The EA scale (Walden and Westerman, 2018) had a Cronbach Alpha = $.96$ in previous samples, has a Cronbach Alpha = $.74$ in the measurement model demonstrating strong internal consistency as well. Finally, the SO scale (Briggs, 2020) with a Cronbach Alpha = $.84$ from prior research, has a Cronbach Alpha = $.80$ in the measurement model demonstrating strong internal consistency. The result of the scale reliability assessment found that all scales used in the measurement model had strong internal consistency.

4.3.1 Discriminant Validity

I tested for discriminant validity using Average Variance Extracted (AVE) (Bagozzi & Yi, 1988; see Table 16) to ensure that the scales are all sufficiently different than related scales in the measurement model. The correlations between the factors are lower than the square root of the Average Variance Extracted (AVE) for the individual factors except for the correlation between OCB and SO (.75) and the correlation between OI and EA (.87) showing some discriminant validity. To test the significance of the discriminant validity I removed the two questions (SO_2), "I am noticeably more friendly and courteous than employees of our competitors", and (OI_1), "When someone criticizes my company, it feels like a personal insult", with the highest residual correlations to see the effect on discriminant validity. The results were found to be insignificant with the correlation between OCB and SO remaining at (.75) and the correlation between OI and EA staying at (.87).

Table 16

Implied Correlations, Average Variance Extracted (AVE), and Composite Reliability (CR)

Variable	SO	EA	OCB	OI	CSR
1. SO	0.64				
2. EA	0.54	0.64			
3. OCB	0.75	0.53	0.70		
4. OI	0.49	0.87	0.51	0.69	
5. CSR	0.42	0.63	0.44	0.67	0.68
CR	0.80	0.74	0.83	0.82	0.84
AVE	0.41	0.42	0.50	0.48	0.47

Note. Square root of AVE along the diagonal. EA = Employee Advocacy.

SO = Service Orientation factors. OCB = Organizational Citizenship Behavior. OI = Organizational Identification. CSR = Corporate Social Responsibility.

I tested for model reliability by calculating the composite reliability (CR) for the measurement model. All the factors had composite reliability (CR) of > .70 showing strong scale reliability in the model. Four out of five factors (SO, OCB, OI & CSR) have composite reliability (CR) of > .80.

After reviewing the analysis of each model, Model 1 remained the best fitting Confirmatory Factor Analysis (CFA) model. The means, standard deviations, reliability coefficients, and Pearson zero-order correlations between the variables are presented (Table 17).

Table 17

Descriptive Statistics including instrument Cronbach Alpha

	M	SD	CSR	OI	OCB	SO	EA
CSR	3.94	0.65	(0.84)				
OI	3.93	0.71	0.54***	(0.82)			
OCB	5.94	0.80	0.36***	0.41***	(0.83)		
SO	4.30	0.56	0.34***	0.42***	0.61***	(0.80)	
EA	3.91	0.70	0.50***	0.68***	0.41***	0.43***	(0.74)

Note. n = 508 and Instrument Cronbach Alpha is along the diagonal.

*** Correlation is significant at $p < .001$. Values in parentheses represent internal consistency reliabilities (Cronbach's alpha coefficients).

The next step in the data analysis process was to test for Common Method Variance (CMV) to ensure the model measures what is intended (See Table 18). I included a three-item instrument in the survey that was unrelated to the other scales and used the same method as the other constructs being measured. In step 1 the Common Method Variance (CMV) variables were loaded into AMOS along with the initial Confirmatory Factor Analysis (CFA) model where I calculated the chi-squared (765.82), degrees of freedom (362), CFI (.93), and RMSEA (.05). In

step 2 I captured the model baseline with a chi-squared (785.19), degrees of freedom (373), CFI (.93) and RMSEA (.05). In step 3 I captured the model Method-C with a chi-squared (767.61), degrees of freedom (372), Comparative Fit Index (CFI) (.93) and Root Mean Square Error of Approximation (RMSEA) (.05). Method-C was found to be statistically significant ($p < .001$) from the baseline demonstrating I do have some Common Method Variance. In step 4 I captured the model Method-U with a chi-squared (689.12), degrees of freedom (347), CFI (.94), and Root Mean Square Error of Approximation (RMSEA) (.04). The results of Method U show an increase in df (78.49) from Method C and was statistically significant at ($p < .001$) which is a better fit than Method C as variance was different among the substantive variables, but it is not significant. Finally, in step 5, I captured the model Method-R with a Chi-Squared (689.56), degrees of freedom (357), Comparative Fit Index (CFI) (.94), and Root Mean Square Error of Approximation (.04). The results of Method R show an increase in the Alpha (0.4) from Method U but was statistically insignificant at ($p = 1.00$). This testing shows that, although Common Method Variance exists, it is not a problem with this model due to the common method variance existing only in the individual factors and not across other factors. See Table 18 below for the results of my Common Method Variance process.

Table 18*Fit Indices for and Model Comparisons for CFA Model and Marker Variable*

Model	χ^2 (df)	CFI	RMSEA (90% CI)	LR of $\Delta\chi^2$	Model comparison
CFA with marker variable	765.82 (362)	0.93	.05 (.04 - .05)		
Baseline	785.19 (373)	0.93	.05 (.04 - .05)		
Method-C	767.61 (372)	0.93	.05 (.04 - .05)	17.6, df = 1, $\rho < 0.001$	vs. Baseline
Method-U	689.12 (347)	0.94	.04 (.04 - .05)	78.5, df = 25, $\rho < 0.001$	vs. Method-C
Method-R	689.56 (357)	0.94	.04 (.04 - .05)	0.44, df = 10, $\rho = 1.00$	vs. Method-U

Note. *df* = degrees of freedom. RMSEA = root mean square error of approximation. SRMR = standardized root means square residual. CFI = comparative fit index. AIC = Akaike information criterion. BIC = Bayes Information Criterion.

4.4 Hypothesis Testing

In the research, I am considering six separate hypotheses. I used SEM to test a partially intervening model (M1)(Table 20) and determined the correlation between the independent variable (CSR) and the dependent variables (OCB, EA, SO). The SEM Model 1 has a Chi-Squared = 625.9 and degrees of freedom of 289. I also tested a fully intervening model (M2) to evaluate the hypothesis and found Chi Squared = 633.6 and degrees of freedom of 292. The LR analysis determined that SEM partially intervening model (M1) was significantly better than the

fully intervening model (M2) with ($p < .001$). I used the partially intervening model results to evaluate the hypothesis in the research.

Table 19

Direct and Indirect Variable Effects using AMOS Bootstrapping

Model Pathways	Standardized coefficient		
	Direct	Indirect	Total Effect (95% CI)
CSR ---> OI	0.67*** (0.57, 0.76)	NA	0.67*** (0.57, 0.76)
OI ---> OCB	0.40*** (0.24, 0.56)	NA	0.40*** (0.24, 0.56)
OI ---> SO	0.39*** (0.23, 0.57)	NA	0.39*** (0.23, 0.57)
OI ---> EA	0.81*** (0.69, 0.93)	NA	0.81*** (0.69, 0.93)
CSR ---> OCB	0.18 -(0.01, 0.36)	0.27*** (0.17, 0.40)	0.45*** (0.32, 0.57)
CSR ---> SO	0.16 (-0.03, 0.33)	0.26*** (0.16, 0.49)	0.42*** (0.30, 0.54)
CSR ---> EA	0.09 (-0.05, 0.23)	0.54*** (0.44, 0.68)	0.63*** (0.52, 0.74)

Note. *** ($p < .001$) and Confidence Intervals at 95%

Hypothesis 1 predicted that CSR would have a positive effect on OCB outcomes. I found that CSR did have a positive effect on OCB in my partially intervening model with a direct effect of .18 and an indirect effect of .27*** which was significant ($p < .001$). Since both my direct and indirect effects were positive, and my mediated indirect effect was significant, my first hypothesis is partially supported that CSR positively affects OCB (Figure 3).

Hypothesis 2 predicted that CSR will positively affect EA. I found that CSR did have a positive effect on EA in my partially intervening model with a direct effect of .09 and an indirect

effect of .54*** which was significant ($p < .001$). Since both my direct and indirect effects were positive, and my mediated indirect effect was significant, my second hypothesis is partially supported that CSR positively affects EA (Figure 3).

Hypothesis 3 predicted that CSR will positively affect SO. I found that CSR did have a positive effect on SO in my partially intervening model with a direct effect of .16 and an indirect effect of .26*** which was significant ($p < .001$). Since both my direct and indirect effects were positive, and my mediated indirect effect was significant, my third hypothesis is partially supported that CSR positively affects SO (Figure 3).

Hypothesis 4a predicted that OI would positively mediate the relationship between CSR and OCB. I found that CSR had a positive direct effect on OI of .67*** which was significant ($p < .001$), and OI also has a positive direct effect on OCB of .40*** which was also significant ($p < .001$) in my partially intervening model. Since both direct effects were positive and significant ($p < .001$), my 4a hypothesis was fully supported that OI would positively mediate the relationship between CSR and OCB (Figure 3).

Hypothesis 4b predicted that OI would positively mediate the relationship between CSR and EA. I found that CSR had a positive direct effect on OI of .67*** which was significant ($p < .001$), and OI also has a positive direct effect on EA of .81*** which was also significant ($p < .001$) in my partially intervening model. Since both direct effects were positive and significant ($p < .001$), my 4b hypothesis was fully supported that OI would positively mediate the relationship between CSR and EA (Figure 3).

Hypothesis 4c predicted that OI would positively mediate the relationship between CSR will and SO. I found that CSR had a positive direct effect on OI of .67*** which was significant (p

<.001), and OI also has a positive direct effect on SO of .39*** which was also significant (p <.001) in my partially intervening model. Since both direct effects were positive and significant (p <.001), my 4c hypothesis was fully supported that OI would positively mediate the relationship between CSR and SO (Figure 3).

Table 20

Fit Indices for Structural Models

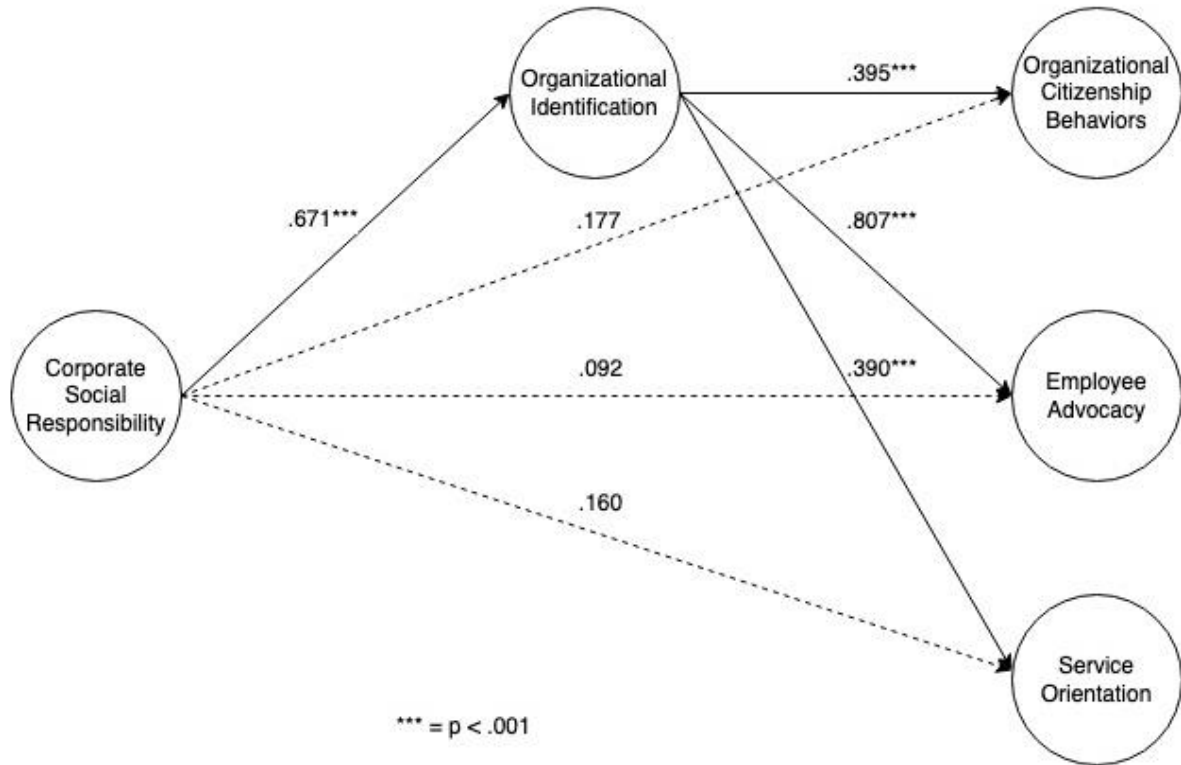
Model	χ^2	df	RMSEA (90% CI)	SRMR	CFI	AIC	BIC	R ² (DV)	R ² m
M1: Partially Intervening	625.9	289	.048 (0.04 - 0.05)	0.05	0.94	749.93	1012.22	0.87	0.93
M2: Fully Intervening	633.6	292	.048 (0.04 - 0.05)	0.05	0.93	751.57	1001.17	0.87	0.94

Note. df = degrees of freedom. RMSEA = root mean square error of approximation.

SRMR = standardized root means square residual. CFI = comparative fit index. AIC = Akaike information criterion. BIC = Bayes Information Criterion.

Figure 3

Structural model



4.5 Post Hoc Analysis

Table 21

Measurement Model Comparisons for Full Time and Part Time Employees

Model (M)	χ^2	df	RMSEA (90% CI)	SRMR	CFI	AIC	BIC	LR of $\Delta\chi^2$	Δ df
M1: Structural Model	625.9	289	0.05 (0.04 - 0.05)	0.05	0.94	749.93	1012.22		
M2: Salaried Employees	568.0	289	.06 (0.05 - 0.07)	0.06	0.90	692.03	919.78	57.9	0
M3: Hourly Employees	522.2	289	.06 (0.05 - 0.07)	0.06	0.90	698.22	924.16	45.8	0

Note. df = degrees of freedom. RMSEA = root mean square error of approximation.

SRMR = standardized root means square residual. CFI = comparative fit index. AIC = Akaike information criterion. BIC = Bayes Information Criterion.

I compared the structural model with only full-time salaried employees (M2) to full-time hourly employees (M3) to determine if my model still holds the same for each group. The salaried employee model (M2) had a fit score of (RMSEA = .06, SRMR = .06, CFI = .90), which are all within preferred limits. RMSEA was under the limit of .08 and fell within an acceptable range. The comparative fit index (CFI) was .90 which is equal to the minimum of .90 and fell within an acceptable range. Standardized root means squared residual (SRMR) was also calculated at .06 which was under the maximum of .08 and fell within an acceptable range. The model also had a Chi-Squared = 568.0, df = 289. The salaried group also had an n = 291.

Next, I ran the structural model with only full-time hourly employees (M3) to compare the results and determine if my model still holds the same for each group. The hourly employee model (M3) had a fit score of (RMSEA = .06, SRMR = .06, CFI = .90), which are all within

preferred limits. RMSEA was under the limit of .08 and fell within an acceptable range. The comparative fit index (CFI) was .90 which is equal to the minimum of .90 and fell within an acceptable range. Standardized root means squared residual (SRMR) was also calculated at .06 which was under the maximum of .08 and fell within an acceptable range. The model also had a Chi-Squared = 522.2, df = 289. The hourly group also had an n = 217.

The $\Delta\chi^2$ between M2 and M3 was 45.8 and all of the fit indices were identical. This demonstrates that my structural model relationship for both groups is substantively the same for both sets of participants. Since there is no substantive difference between these groups of participants I moved on to the final step of post hoc analysis.

The post hoc analysis test was conducted to assess how robust the findings in the study were. This test evaluated the influence of CSR perception on employee outcomes by demographic groups (e.g., age, gender, level with company, department) to determine if they were important in the measurement model. Each of the control variables that were used in the initial measurement model was used as a moderator in the hypothesized model to determine if their addition is statistically significant using AMOS.

Each of the control variables was added to the SEM AMOS Model 1. Once the variables were added a pathway was made from each variable (Department, Work level, Gender, Age group) to the mediator (OI) and each of the dependent variables (OCB, EA, SO). Next covariances were drawn between all of the factors in the model. Once the model was run the regression weights (Table 21) were analyzed to determine if any of the relationships with the control variables were significant.

Gender was not a confounding factor in any of the relationships within the SEM model. Then work level in the company was evaluated in the post hoc analysis and was found to not be a confounding factor either in the model. Department was also analyzed and found to not have a confounding effect on the model. Finally, the age group was analyzed and determined to have a significant effect on EA in the model ($p < .01$). The C.R. = 3.99 for the relationship between the control age group and EA shows that older employees are more likely to advocate for the organization when OI exists than younger employees.

Table 22*Confounding effects of Control Variables in SEM Model*

Model Pathway	Estimate	Standard Error	Critical Ratio	p
DEPT ---> OI	-0.04	0.02	-1.93	0.05
WORK_LEVEL ---> OI	0.08	0.06	1.49	0.14
GENDER ---> OI	0.03	0.05	0.58	0.56
AGE_GROUP ---> OI	0.01	0.01	0.86	0.39
DEPT ---> OCB	-0.02	0.02	-0.89	0.37
DEPT ---> EA	-0.02	0.01	-1.33	0.18
DEPT ---> SO	0.01	0.02	0.31	0.75
WORK_LEVEL ---> OCB	-0.17	0.06	-2.74	0.01
WORK_LEVEL ---> EA	-0.08	0.03	-2.59	0.01
WORK_LEVEL ---> SO	-0.04	0.05	-0.82	0.41
GENDER ---> OCB	0.15	0.06	2.70	0.01
GENDER ---> EA	0.08	0.03	2.53	0.01
GENDER ---> SO	-0.05	0.05	-1.14	0.25
AGE_GROUP ---> OCB	0.01	0.01	1.48	0.19
AGE_GROUP ---> EA	0.01	0.01	3.99	***
AGE_GROUP ---> SO	0.01	0.01	0.49	0.63

Note. *** ($p < .001$)

Table 23*Summarized findings*

	Hypotheses	Hypothesis Results
H1	There is a positive relationship between CSR and OCB outcomes	Partially Supported
H2	There is a positive relationship between CSR perceptions and employee advocacy	Partially Supported
H3	There is a positive relationship between CSR perceptions and service orientation	Partially Supported
H4a	Organizational identification positively mediates the relationship between CSR and OCB behavior	Supported
H4b	Organizational identification positively mediates the relationship between CSR and EA behavior	Supported
H4c	Organizational identification positively mediates the relationship between CSR and SO behavior	Supported

DISCUSSION, MANAGERIAL IMPLICATIONS, AND CONCLUSION

5.1 Discussion

As more organizations invest resources into CSR activities, and employees demand their organizations be more socially responsible, it is important to better understand how these CSR activities affect their connectivity to the organization and how it affects employee outcomes (Rupp et al., 2016). CSR is an organization's efforts to improve communities through socially responsible activities which provide positive value beyond profits and the immediate concerns of their stakeholders (Rupp et al., 2018). These activities have helped portray organizations as contributors to society, rather than strictly profit-making ventures, which helps employees connect with the organization on a deeper level (Bhattacharya, 2008). Studies have found that employees tend to do extra for the organization when they believe that the organization has a higher purpose, such as CSR, which fosters connectivity between the employee and the organization (Griek, 2017). When organizations conduct CSR, employees connect with the organization (OI), which leads to positive reciprocity through Social Exchange Theory (Donia et al., 2017).

This research fosters a deeper understanding of the mechanisms of why CSR drives positive employee outcomes in organizations. This study tested the influence of CSR on employee outcomes mediated by OI using the framework of Social Identity Theory (SIT). The research measured OCB, EA, and SO as employee outcomes using established scales. In addition, the research establishes CSR as an important antecedent to employee outcomes as well as shows the significance of OI as a mediating mechanism. The research is driven by the

expectancy that as perceptions of an organization's CSR efforts manifest among employees, they find identify facets of the organization that they believe in, which will develop a stronger feeling of connectivity with the organization and lead to pro-organizational attitudes and behaviors.

My first hypothesis was that there is a positive relationship between CSR perceptions and OCB outcomes, which was not supported. OCB is one of the most researched dependent variables in CSR research over the last five years with twelve articles published in top academic journals. Although there is a positive influence it is not significant. This could be due to employees developing a more positive perspective of the organization through the CSR efforts, but not enough to consistently perform extra citizenship behaviors. Employees that feel the organization is being socially responsible will do more than they would typically do outside of their normal role, however without the stronger connectivity as defined by Social Identity Theory, the extra efforts are not strong or consistent enough to be statistically significant.

The second hypothesis was that there would be a positive relationship between CSR perceptions and employee advocacy. The results show that CSR does impact EA, yet not in a statistically significant way. These results are interesting in that it suggests that although employees are speaking well of the organization to people outside the company, they are not doing frequently more than if the company did not have strong CSR activities. This could be due to the employee not feeling a stronger sense of connectivity to the organization. Although they feel more positively about the organization, as shown by the positive influence, it is not strong enough without fostering a connection with the organization to be statistically significant.

The third hypothesis was that there would be a positive relationship between CSR perceptions and service orientation. Service orientation is a relatively new measurable in academic research

with only two articles published between 2016 and 2021 in top academic journals. There was also a positive influence of CSR on SO in organizations, but that influence was not found to be significant. These findings suggest that employees are not delivering significantly better service to customers when the organization is providing high levels of CSR efforts than when the CSR efforts are low.

My fourth hypothesis was that OI positively mediates the relationship between CSR and OCB behaviors. The research found that this hypothesis was supported by a significant influence on employee positive internal behaviors (OBC) from CSR with OI as a mediating factor. These findings mean that employees need to feel a sense of connectedness with the organization (OI) for the impact of CSR to generate positive behaviors. The implication is that organizations need to understand the mechanisms behind Social Identity Theory to support the development of OI along with their CSR efforts to foster more OCB behaviors amongst employees. This is consistent with the previous research findings where OI was also found to have a significant positive influence between CSR and OCBs supporting SIT (Gaswami et al., 2018; Van Dick et al., 2019).

My fifth hypothesis was that OI positively mediates the relationship between CSR and EA behaviors. The research found that this hypothesis was supported by a significant influence on employee advocacy behaviors (EA) with a positive correlation with OI as a mediating factor. These findings mean that employees need to develop a sense of connectedness with the organization (OI) for the impact of CSR to generate positive behaviors. The findings are consistent with the results of Lee's (2017) study where he found a significant positive relationship between CSR efforts and EA from employees. These results suggest that

organizations that want to foster more EA behaviors among their employees need to develop OI along with their CSR efforts to generate a significant positive effect. The organization can do this by connecting with employees to find out wants important to them, which can be done by surveying them and implementing efforts to support those findings that are most important to employees. This will help foster connectedness and OI within the organization resulting in stronger EA behaviors through CSR efforts.

My last hypothesis was that OI positively mediates the relationship between CSR and SO behaviors. The research found that this hypothesis was supported by a significant influence on employee positive external behaviors (SO) with a positive correlation with OI as a mediating factor. These findings mean that employees need to feel a sense of connectedness with the organization (OI) for the impact of CSR to generate positive behaviors. The results align with a prior study conducted recently that found a significant correlation between SO and CSR among hotel employees (Mijatov et al., 2018). These findings have practical implications for organizations seeking to strengthen their employees' service orientation by demonstrating the importance of establishing OI with employees along with their CSR efforts.

The findings of this research are consistent with prior research with social identity theory providing a basis for positive employee attitudes and behaviors, such as OCB, EA & SO (Goswami et al., 2018). Specifically, CSR helps employees foster their social identity in the organizations (OI), which motivates them to behave in a positive way towards the organization when opportunities arise. As the findings supported the hypothesis that OI will positively influence CSR on employee behaviors it is consistent with the results of other CSR studies using

Social Identity Theory (Goswami et al., 2018; Islam et al., 2016; Lii & Lee, 2012; Ong et al., 2017; Tian & Robertson, 2019).

5.2 Limitations

One limitation of this research is that the data were cross-sectional, which means it was gathered at a single point in time. As a result, it is not possible to know how some of these relationships might change over time. For example, if an organization chose to significantly increase its CSR efforts in a period after the data were analyzed it could affect the employee outcomes differently as they could generate stronger feelings of belonging. This research collected the data at a single point in time which does not allow us to compare the results of changes in studies done in different periods under different circumstances. I am also unable to evaluate how changes to CSR programs can affect the relationships. It is also possible that some of the events over time could alter the relationships between the variables. For example, if an organization chose to lay off a significant number of employees it could reduce their feeling of belongingness to the organization (OI) and mitigate the positive employee outcomes resulting from the CSR efforts.

In addition, another limitation to be aware of is the utilization of participants through the Qualtrics Panel. The research uses a random sample from a professional online panel instead of directly from an organization which can affect generalizability (Cheng et al., 2019). In addition, using data collected solely from an online panel limits participants who do not have access to computers or the internet, which also affects the overall generalizability. A non-Qualtrics panel study can utilize the same instruments but be distributed to employees in a single company, or

several companies, to help increase the generalizability of the findings. The same screening question can be utilized to ensure only full-time employees are surveyed and all employees are at least eighteen years old. This future research design can help further validate the results from this study.

Another limitation is that the research only uses participants from only the United States. This can have an impact on the generalizability of the findings and applying them to other countries and cultures. Only employees that work in customer service were considered which could have significant findings in other settings. Future research should consider surveying other countries, as well as employees outside of customer service, to ensure that the results are similar. Employee advocacy and service orientation have had very little CSR-related research conducted making a comparison to prior findings difficult. Although the findings for these variables were significant, it also limits comparisons of findings from prior research. I encourage future researchers to investigate these constructs in future research to further understand the impact organizational identification has on them in different settings.

Finally, since all part-time employees were screened out, I am unable to evaluate differences in correlations among the variables with these types of employees. Surveying these employees may have different results as it could impact their identification with the organization differently. Additional research should consider surveying part-time employees to compare the results.

5.3 Implications

The results of the research show that all of my direct relationship hypotheses were not supported, however, all of my mediated relationship hypotheses were supported and significant.

The findings have implications for academics and future researchers as it addresses a gap in the literature by findings that organizational identification has a significant mediator relationship between CSR perceptions and employee outcomes at the individual employee level. A recent search of top journals found only one study conducted at the employee level evaluating the influence of CSR on employee advocacy (Vlachos et al., 2017). Scholars should consider expanding on these significant findings by considering other employee outcomes that are important to organizations to determine if the mediating influence of organizational identification is significant, such as turnover intention or employee satisfaction, in addition to employee advocacy.

The research findings also have immediate implications for organizations. The results of the research showed the significant influence organizational identification has on organizational citizenship behaviors, employee advocacy, and service orientation. Organizations seeking to bolster their brand with future customers should consider this research and consider how they can invest more in CSR programs, as well as foster higher levels of organizational identification in the organization to drive more employee advocacy.

Organizational citizenship behaviors and service orientation were also found to be significantly influenced by corporate social responsibility when it is mediated by organizational identification. Organizations seeking to foster higher levels of organizational citizenship behaviors in their business should also consider investing more resources in CSR programs and fostering stronger organizational identification. The findings show that customer service will also be positively affected by these internal investments by organizations.

These are additional implications to the findings of this research that can be leveraged by charitable organizations. Community service organizations and charities can leverage the findings to better promote their programs to organizations by utilizing the positive return generated by CSR activities mediated by organizational identification. Future research should consider the linkage between CSR programs and their impact on local communities to determine how that could affect the relationships between the variables.

5.4 Conclusions

This research has contributed to the literature by evaluating both internal and external employee outcomes as recommended by Farooq et al. (2017) who called for more insights on CSR at the employee level. OCBs, EAs, and SOs have all been previously researched individually (Bhattacharya et al., 2008; Ong et al., 2018; Schneider et al., 2017), but this research contributes to the existing body of studies by evaluating both internal employee outcomes (OCBs) and external employee outcomes (EAs & SOs) together. I found that the relationship between CSR and these employee outcomes was significant when mediated by OI. This supports social identity theory as the feelings of connectedness in the organization (OI) led to significant positive employee outcomes which also bolsters the findings of Mael & Ashcroft (1992) who noted that employees who feel strongly about their organizations increase positive extra-role behaviors. It should also be noted that the direct effects of CSR on these employee outcomes were all positive, but not significant in the data analysis.

In addition, this study also contributes to the body of organizational behavior research on CSR and positive employee outcomes by responding to calls for additional research in employee

versus organization-level CSR research (Gond et al., 2017; Organ & Konovsky, 1989; & Schneider et al., 2017), which has been sparse compared to the research at the organizational level. Zhao et al. (2020) also noted that although more recent studies at the employee level towards CSR and how the employees react to those efforts have been conducted that more is needed to better understand employee attitudes and behavioral outcomes. This research contributes by addressing the lack of employee-level research (Farid et al., 2019) and found that CSR is very important in the workplace in helping influence individual employee attitudes and behaviors, particularly when mediated by OI.

This study also contributes to previous literature on CSR by further evaluating the mediating relationship OI has on CSR perceptions and employee outcomes at the individual employee level. This extends prior research on OI which has mostly been explored as a mediator at the organization level (Gond et al., 2017; Organ & Konovsky, 1989; Schneider et al., 2017). The research found that OI is a significant mediating factor between employee CSR perception and employee outcomes at the employee level which should help inform organizations attempting to drive pro-organizational employee attitudes and behaviors. This study contributes to existing research and calls for further research at the employee level (Gond et al., 2017) and also furthers the understanding of the relationship OI has as a mediating factor between CSR perceptions and employee outcomes.

This study also contributes to the extensive overall body of research conducted on CSR, most of which is at the organizational level, by adding to the limited prior research at the employee level conducted between CSR and EA. One of the few top journal articles that evaluated CSR and EA at the employee level was Vlachos et al. (2017), however, their research

did not include additional external variables, such as SO. In addition, Lee (2021) called for additional research on CSR and EA, which this study helps to address. In contrast to prior research, this study addresses the lack of previous research linking CSR perception to EA and also found the influence to be significant when mediated by OI.

Finally, this research contributes to the recent literature on CSR perception of SO which also has been sparsely researched. I was only able to find one article (Mijatov et al., 2017) that linked the two constructs, although that study did not consider OI as a mediating factor. This study responds to recent calls for further research on how CSR efforts affect customer service (Goswami et al., 2018) and finds that CSR has a significant positive effect on SO when mediated by OI. These findings can be utilized by managers and organizations looking to drive more positive employee outcomes, such as SO, and can help organizations contribute to communities while reaping the positive benefits. This will be valuable to organizations where customer service is important as having a CSR program, along with efforts to enhance employee OI within the organization, were found to significantly strengthen employee SO. The resulting improvement in customer service can be used as a competitive advantage within the organization's marketplace. Finally, the findings clearly show the importance of organizations connecting with employees as they foster programs to serve their communities and protect the environment.

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APPENDIX A

INSTITUTIONAL REVIEW BOARD APPROVAL NOTICE

IRB00007703 FWA 00016247 IORG0006409

February 24, 2022

Jeff Barland

Satish & Yasmin Gupta College of Business

University of Dallas

Irving, TX 75062

RE: IRB approval of proposal # 2022006

Dear investigator:

Thank you for submitting your research proposal for prior approval by the Institutional Review Board (IRB). Your proposal was reviewed under the procedure for expedited review, as it poses minimal risk for participants using surveys with adults. You indicate that steps will be taken to procure informed consent and protect participants' identities. The reviewer(s) recommended approval of your request to complete the research described in your proposal under the conditions stated above.

As you complete your research, please keep in mind that substantive changes to the research method, participant population or project end date will require IRB review, and that any participant injuries or complaints must be reported to the IRB at the time they occur. The IRB policies require that you provide an annual report of the progress of this research project, or a report upon completion, whichever occurs first.

On behalf of the members of the IRB, I wish you success in this project.

Gilbert Garza, Ph.D.

IRB Chair

APPENDIX B

CONSENT FORM

CONSENT TO PARTICIPATE IN A RESEARCH STUDY University of Dallas

TITLE OF PROJECT: The Influence of CSR on Employee Outcomes

Below is a description of the research procedures and an explanation of your rights as a research participant. In accordance with the policies of the University of Dallas, you are asked to read this information carefully.

The purpose of this study is to measure your perceptions of your job and your organization. Your participation is completely voluntary, and if you begin participation and choose to not complete it, you are free to not continue without any adverse consequences.

If you agree to be in this study, are asked to do the following things:

Confirm that you are at least 18 years of age. Confirm that you voluntarily agree to complete an online multiple-choice survey. Be willing to take approximately 5-10 minutes to answer all questions honestly as there are no right or wrong answers. Selecting the button that best corresponds to your response after reading each question or statement. Scroll down the page to

answer all the questions if needed and select NEXT to continue after each page. Complete the survey in one sitting.

There are no known risks to this study, other than becoming a little tired of answering the questions. If this happens, you are free to take a break and return to the survey to finish it, or you can discontinue participation without any problems. Potential benefits to this study are contributing to the research on employee perceptions towards their job and their organization.

Because you will not be providing any clues to your identity, you can be assured that all your provided responses to the questions are anonymous. If you need to ask questions about this study, you can contact the principal researcher, Jeff Barland, or, if you have any questions about your rights as a participant, I may contact the Chair of the University of Dallas IRB, Dr. Gilbert Garza at (972) 721-5366 or garza@udallas.edu.

I have read and understood what has been explained to me.

APPENDIX C

QUESTIONNAIRE

CMV & Control (Agreement scale 1/5)

Please read each statement carefully and indicate how much you agree with each statement. You are encouraged to be honest as there are no right or wrong answers. Often, the best approach is to select the first response that comes to your mind. Thinking about yourself and how you normally feel, to what extent do you generally feel:

1. I generally feel hostile

2. I generally feel nervous

3. I generally feel afraid

Altruism Scale (Agreement scale 1/5)

Thinking about yourself and how you have, in the past year...

4. I have given money to a charity

5. I have done volunteer work for a charity

6. I have given directions to a stranger

7. I have looked after a person's pets

CSR Scale (Agreement scale 1/5)

8. My company does enough towards protecting the environment

9. My company treats all stakeholders fairly

10. My company is maintaining a good reputation/positive image in public

11. I am satisfied with the way my company is taking responsibility for its employees

12. My company does enough to support cultural and charitable initiatives and campaigns

13. I am satisfied with the way our company manages social responsibility

OI Scale (Agreement scale 1/5)

14. When someone criticizes my company, it feels like a personal insult

15. I am very interested in what others think about my company

16. When I talk about my company, I usually say "we" rather than "they"

17. My company's successes are my successes

18. When someone praises my company, it feels like a personal compliment

OCB Scale (Agreement scale 1/7)

19. I help others who have been absent
20. I help others who have heavy workloads
21. I help orient new people even though it is not required
22. I willingly help others who have work related problems
23. I am always ready to lend a helping hand to those around me

EA Scale (Agreement scale 1/7)

24. I will speak favorably about my organization in public
25. I will recommend the organization's mission and services to others
26. I will say positive things about the organization to other people
27. I will recommend the organization to someone who seeks my advice

SO Scale (Agreement scale 1/5)

28. I go the "extra-mile" for customers
29. I am noticeably more friendly and courteous than employees of our competitors
30. I go out of my way to reduce inconveniences for customers
31. I go out of my way to prevent customer problems
32. I go out of my way to "head-off" or prevent customer problems rather than reacting to problems once they occur
33. I actively listen to our customers

Control items: Age, Gender, Level with Company, Department

APPENDIX D

Figure 4 Structural model – Fully Intervening ($p < .01$)

