

I feel morally elevated by my organization's CSR, so I contribute to it

Abstract

While the recent research addressing the micro-foundations of corporate social responsibility (CSR) has often built on the theory of deontic justice to explain why employees care about their organization's CSR, the mechanisms underlying this deontic justice path have not yet been examined. To address this gap, we study moral elevation – an other-directed moral emotion that, according to deontic justice theory, could help us understand better why employees may react positively to their organization's CSR even when this CSR does not offer employees significant instrumental or relational benefits. We hypothesize that moral elevation will help explain why CSR targeted at a secondary (as opposed to primary) stakeholder translates into employees' organizational citizenship behavior supporting this CSR. We carry out two studies – a vignette-based experiment and a survey – that provide support for this hypothesis. Overall, by identifying moral elevation as a mechanism underlying the deontic justice path, our research provides empirical support for the deontic argument in micro-CSR research that employees care about CSR because CSR is the moral thing to do.

Keywords: Corporate social responsibility, Deontic justice, Moral elevation, Organizational identity orientation

Introduction

Complementing the macro-level research linking corporate social responsibility (CSR) with organizational outcomes (Morgeson et al., 2013; Aguinis and Glavas, 2012), the fast growing micro-CSR research stream aims to provide insights into the psychological foundations at the heart of these relationships (Gond et al., 2017; Gond and Moser, 2019), with a focus on why and how employees react to their organization's CSR (Ng et al., 2019; Aguinis and Glavas, 2019). Micro-CSR research has repeatedly drawn on the deontic theory of justice to explain why employees care about their organization's CSR, in particular about CSR that is not targeted at the employees themselves (e.g., Rupp et al., 2006; Rupp et al., 2013; Dunford et al., 2015; De Roeck and Farooq, 2018). According to the deontic theory of justice, people make morality-based judgments (i.e. judgments about what appears just and fair) that are independent of how the actions affect them personally, which differs from more traditional models of justice where morality is not seen as an end, valued by employees for its own sake, but as a means towards more self-centered benefits (Folger, 2001; Konovsky, 2000). Despite the reliance of the micro-CSR literature on the deontic theory of justice to argue for a link between CSR and employees' responses, the mechanisms underlying this deontic justice "path" have surprisingly not been explored much. Most of the mechanisms studied thus far relate to the instrumental and relational justice paths (Cropanzano et al., 2001), overlooking the moral reactions to perceptions of CSR (Gond et al., 2017).

In order to explore further the deontic justice path, we study moral elevation as a mechanism likely to explain employees' responses to CSR targeted at a secondary stakeholder. Moral elevation is an other-directed moral emotion that is elicited when observing a good deed towards another party (Vianello et al., 2010). Contrary to social exchange and social identity mechanisms leading to organizational identification and pride already studied by micro-CSR researchers (Farooq et al., 2017; De Roeck et al., 2016), moral

elevation, which has never been studied by micro-CSR researchers, is much more directly and uniquely linked to a deontic concern for justice.

Furthermore, we study employees' responses to CSR targeted at a secondary stakeholder, which, according to stakeholder theory, is a stakeholder "not engaged in transaction with the corporation and not essential to its survival" (Clarkson, 1995: 107), in contrast to primary stakeholders. As "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social and environmental performance" (Aguinis, 2011: 855), CSR is multidimensional in nature (El Akremi et al., 2018). CSR targeted at a secondary stakeholder – the environment in this research – makes a better case to understand the deontic justice path than CSR targeted at the employees or at other primary stakeholders because, by comparison, employees will see fewer self-centered instrumental and relational benefits from CSR targeted at a secondary stakeholder.

Among the various employees' responses CSR could trigger, we examine employees' organizational citizenship behavior (OCB) that supports the CSR targeted at the secondary stakeholder. As we argue below, we expect moral elevation to lead employees to emulate their organization's perceived moral excellence, which could take the form of this workplace behavior. It is also an interesting type of employees' responses because little attention has been paid so far to how CSR can affect society at large, or the stakeholders targeted by the organization's CSR, through its impact on employees' behavior (Rupp and Mallory, 2015). Given that companies were called to invest in CSR to do better for society and the environment (Margolis and Walsh, 2003; Carroll, 1991), rather than (only) to make more money, some scholarly attention should go to establishing whether CSR practices indeed help address the societal and environmental problems they purport to address (Rupp and Mallory, 2015). Yet, in the industrial/organizational psychology tradition, the current micro-CSR research is very much focused on employees' responses that benefit the organization, rather

than society or the environment (Rupp and Mallory, 2015).

Empirically, we examine the mediating effect of moral elevation on the relationship between CSR targeted at a secondary stakeholder and employee OCB supporting this CSR in a vignette-based experiment and a three-wave field survey. In the survey we use a moderator – the organization’s collectivistic identity orientation, which reflects a genuine care for the welfare of all stakeholders (Brickson, 2005; Brickson, 2007) – to back up our claim that moral elevation is the mechanism at work. All our results support our theoretical arguments.

Our research makes two important contributions to the existing micro-CSR literature. First, focusing on the deontic justice path, we add a “why” to our understanding of the relationship between CSR and employees’ responses. Specifically, by choosing moral elevation, a mechanism that is closely linked to deontic justice but not to the instrumental and relational justice paths, we provide evidence that employees’ responses to CSR can indeed be attributed in part to a human tendency to care about justice for its own sake (Turillo et al., 2002). Second, we extend our understanding of the impact of CSR at the individual level by studying a type of employees’ behavior that, contrary to almost all the types of behavior studied in the micro-CSR literature, is not directed and intended to benefit the organization, but the stakeholder supposed to benefit from the CSR (Erdogan et al., 2015). This enables us to take a step towards assessing under which conditions CSR targeted at a secondary stakeholder motivates prosocial actions in employees that, in turn, aim to reinforce this CSR.

Theoretical framework

Micro-CSR research and the deontic model of justice

The field of micro-CSR focuses on employees’ perceptions of and reactions to CSR (Rupp et al., 2013; Jones et al., 2019). Micro-CSR research has provided ample evidence that CSR leads to positive emotional, attitudinal and behavioral outcomes among employees (Gond et al., 2017; Jones et al., 2019). For example, perceptions of CSR elicit organizational

pride (Jones et al., 2014; Ng et al., 2019; De Roeck et al., 2016), which is a self-conscious emotion fostered by positive self-evaluations (Lewis, 2008). Perceptions of CSR also lead employees to identify with (De Roeck et al., 2016; Farooq et al., 2017) and affectively commit to their organization (El Akremi et al., 2018; Erdogan et al., 2015). Altogether, these findings suggest that employees value working for organizations that they perceive as more responsible. Empirical research also provides evidence that perceptions of CSR relate to behavior that benefits the organization, such as organizational citizenship behavior (Farooq et al., 2017) and prospective employees' choice to join the organization (Jones et al., 2014).

To explain why employees react to their organization's CSR, micro-CSR scholars have turned to the justice literature, in particular to the multiple needs model of organizational justice (Rupp and Mallory, 2015; Gond et al., 2017). This model unifies three theoretical explanations that have appeared in the justice literature over time by proposing that individuals care about justice and how others are treated based on the fulfillment of three human basic needs (Cropanzano et al., 2001; Folger et al., 2005). Firstly, the instrumental theoretical explanation (Thibault and Walker, 1975) proposes that justice fulfills a need to control future outcomes when these outcomes are (in part) under others' control (such as the organization, for employees). Secondly, the relational explanation (Tyler and Blader, 2003) puts forward that justice fulfills a need to belong by helping individuals build a positive identity. Finally, the deontic theory of justice (Folger, 2001; Folger and Glerum, 2015) explains that justice fulfills a need to do the right thing out of a basic respect for human dignity and worth, which we evolved as a cooperative species.

In micro-CSR scholars' search to explain why perceptions of CSR positively affect employees' emotional, attitudinal, and behavioral outcomes, the instrumental and the relational explanations have received a strong support. Employees value responsible organizations because they expect these organizations to deal with them as they deal with

other stakeholders, such as treating them with respect (De Roeck and Farooq, 2018; Jones et al., 2014), care, generosity, and benevolence (El Akremi et al., 2018). Therefore, employees value CSR because it reassures them that the organization is likely to answer their instrumental needs (Jones et al., 2014). CSR also helps fulfill employees' relational needs by providing the "important symbolic benefits" of working for a responsible organization (Ng et al., 2019: 111). Specifically, CSR signals more organizational prestige (De Roeck et al., 2016; Farooq et al., 2017), which heightens employees' desire to identify with the organization (De Roeck et al., 2016). Thus, this body of research highlights that CSR answers employees' self-centered instrumental and relational needs for justice.

The deontic theory of justice contrasts with the instrumental and relational explanations by emphasizing morality as the central reason individuals react to (in)justice (Cropanzano et al., 2003; Cropanzano et al., 2001), instead of self-centered instrumental or relational benefits (Folger and Salvador, 2008). According to the deontic theory of justice, justice judgments encompass principled moral obligations (Folger and Glerum, 2015; Cropanzano et al., 2003) for which social actors are accountable above and beyond any instrumental or relational consequences for the self (Cropanzano et al., 2004). In particular, the deontic theory of justice provides a powerful framework for the area of "third-party" justice, which studies how individuals observing how a social actor treats another individual react emotionally and behaviorally to this treatment (O'Reilly et al., 2016; Skarlicki and Kulik, 2004).

As CSR is, at least partly, directed at other actors than the employees themselves, the deontic theory of justice has great potential to contribute to our understanding of employees' responses to CSR. Accordingly, recent micro-CSR literature has often evoked it in explaining these responses (e.g., Rupp et al., 2006; Rupp et al., 2013; Dunford et al., 2015; De Roeck et al., 2016). Yet, surprisingly maybe, the mechanisms underlying the deontic "path" have not yet been explored in the micro-CSR literature. Authors who have formulated arguments based

on deontic justice have either not included mechanisms in their empirical studies (Rupp et al., 2013) or studied mechanisms linked to the other, instrumental and relational, paths. For example, while acknowledging the importance of deontic justice, Dunford et al. (2015: 327) chose to focus on motives linked to the relational path on the argument that “relational attitudes (not just deontic motives) play a central role in employees’ external third-party justice responses”. Accordingly, they compared how first-party justice for healthcare employees and third-party justice for their patients affect relational outcomes such as organizational identification, which refers to the “perception of oneness with or belongingness to” the organization (Ashforth and Mael, 1989: 34) that follows from the process of incorporating the perception of oneself as a member of a particular organization into one’s general self-definition (Dutton et al., 1994; Elsbach, 1999; Rousseau, 1998). In contrast, we are only aware of one paper that includes a mechanism that can be directly linked to the deontic path, namely perceived value fit in Jones et al. (2014).

In order to fill this gap in our understanding of the mechanisms underlying the deontic path, we examine moral elevation, an other-directed moral emotion elicited by observing another’s good deed, as a mediator between employee perceptions of CSR and employees’ behavior. Also, as employees are likely to derive the motives driving their organization’s CSR from its identity orientation towards stakeholders, we use the organization’s collectivistic identity orientation (Brickson, 2005; Brickson, 2007), which reflects a genuine care for the welfare of stakeholders, as a moderator of the above relationship to back up our claim that moral elevation is the mechanism at play in the relationship between perceptions of CSR and employees’ behavior.

Moral elevation as mechanism

To examine the deontic justice path, we study employees’ reactions to CSR related to a specific secondary stakeholder, namely CSR targeted at the natural environment. The

literature has sometimes pictured CSR as a whole as third-party justice (e.g., Rupp et al., 2013; De Roeck et al., 2016; Rupp, 2011). However, CSR related to employees is very difficult to disentangle from first-party justice (Gond et al., 2017). Accordingly, some work in the micro-CSR stream has come to differentiate between “others-related” and “self-related” CSR in order to account for the recipient of CSR (Aguilera et al., 2007; Pelozo and Shang, 2011; Rupp et al., 2013). Self-related CSR would, in our case, be CSR that is targeted at the employees themselves, whereas others-related CSR is CSR directed at other stakeholders.

Yet, working with others-related CSR as a whole is problematic in two respects for our work. Others-related CSR as a whole includes CSR directed at other primary stakeholders such as customers, suppliers, and other employees, who, according to stakeholder theory, are stakeholders engaged in transactions with the organization and who are essential to the organization’s performance (Clarkson, 1995). CSR directed at other primary stakeholders could very well be used by employees as a proxy of first-party justice (Aguilera et al., 2007; Bridoux and Vishwanathan, 2020). It is indeed not unlikely that employees identify with other primary stakeholders because all primary stakeholders have a relatively similar relationship with the organization (i.e. they transact with the organization and as a group make an essential contribution) and employees tend to identify with similar individuals (Riketta and Van Dick, 2005). Choosing CSR targeted at a secondary stakeholder (hereafter, CSR_{2ryStkh}), we minimize these confounding effects of first-party justice. Also, with others-related CSR in general rather than CSR targeted at a specific stakeholder, we would not be able to capture employees’ concern for and contributions to that specific “other” (Glavas and Godwin, 2013). Among organizations’ secondary stakeholders, we chose the natural environment. While the environment is not always classified as a stakeholder because it lacks agency (Phillips and Reichart, 2000), quite a few authors have expanded the person-oriented approach to stakeholders and argued in favor of also considering the natural environment as a stakeholder

(Starik, 1995; Driscoll and Starik, 2004). This broader conceptualization of stakeholders resonates with the empirical evidence that stakeholders see organizations as responsible for their impact on the natural environment (Öberseder et al., 2013). It is this perceived moral duty of organizations towards the environment that makes it acceptable to consider the environment as a secondary stakeholder in our theorizing.

In line with the deontic theory of justice (Folger and Glerum, 2015; Cropanzano et al., 2003), we investigate moral elevation (Romani et al., 2016; Vianello et al., 2010) as a mechanism underlying the relationship between CSR_{2ryStkh} and employees' reactions. When a situation involves upholding or violating moral obligations, the observer acts as an intuitive moralist who reacts through quick moral judgements and subsequent moral emotions (Haidt, 2001). Moral emotions are those emotions “that are linked to the interests or welfare of society as a whole or at least of persons other than the judge or agent” (Haidt, 2003: 853). Moral emotions can have a negative or positive valence. When there is a violation of moral obligations, individuals experience a range of moral emotions that fall into three families: other-suffering (i.e. sympathy), other-condemning (i.e. contempt, anger, and disgust), and self-condemning (i.e. shame and guilt) emotions (For a review, see: Greenbaum et al., 2020). On the contrary, other-praising moral emotions are the “positive feelings that occur when another person upholds moral standards” (Greenbaum et al., 2020: 96).

Other-praising moral emotions traditionally encompass gratitude and moral elevation (Haidt, 2003; Greenbaum et al., 2020). According to who is the beneficiary of the organization's perceived good deeds, either gratitude or moral elevation is elicited. Gratitude finds its source in first-party treatment (McCullough et al., 2002; McCullough et al., 2001) and thus arises when the observer witnesses that the organization upholds its obligations to treat them fairly (Ford et al., 2018). “[G]ratitude functions to nurture social relationships through its encouragement of reciprocal, prosocial behavior between a benefactor and

recipient” (Barlett and DeSteno, 2006: 319). Accordingly, grateful employees tend to reciprocate and engage in behavior that benefits the organization such as OCBs (Ford et al., 2018; Fehr et al., 2017). In contrast, moral elevation can be elicited by a strong display of moral virtue in “observers”, i.e. actors who do not benefit directly from the action (Algae and Haidt, 2009). In other words, moral elevation, rather than gratitude, is the other-praising moral emotion that people experience when they observe moral excellence towards another party (Vianello et al., 2010; Aquino et al., 2011). For example, Vianello et al. (2010) showed that supervisors’ voluntary behavior that aims at upholding fairness elicit moral elevation among employees who observe this moral excellence. There is also quite a bit of evidence that CSR can elicit moral elevation in consumers (Romani et al., 2016; Romani and Grappi, 2014; Xie et al., 2019; Zheng et al., 2019). We therefore expect that CSR_{2ryStkh} will generally lead to more moral elevation among employees. Indeed, organizations that engage more in CSR_{2ryStkh}, which is discretionary by nature, will likely be perceived as upholding their principled moral obligations towards this stakeholder, which, according to the literature on moral emotions, should elicit moral elevation in employees who observe this type of CSR.

Furthermore, we expect that moral elevation elicited by CSR_{2ryStkh} will lead to employees’ behavior that aims to benefit other stakeholders rather than the organization itself because moral elevation brings observers to emulate good deeds rather than to reward directly the benefactor who performed these good deeds. Experiencing moral elevation tends to translate into prosocial behavior (Aquino et al., 2011; Algae and Haidt, 2009). As Algae and Haidt (2009: 106) write: moral elevation “gives rise to a specific motivation or action tendency: emulation, the desire ‘of doing charitable and grateful acts also’”. For example, in their fourth study, Aquino et al. (2011) found that participants who were exposed to the story of a large donation to a charity experienced more moral elevation and were more likely to donate themselves to a local charity.

Among the many forms employee's emulation could take, we have chosen to study the impact of CSR_{2ryStkh} through moral elevation on OCB supporting the CSR targeted at a secondary stakeholder (hereafter, OCB-CSR_{2ryStkh}). OCB-CSR_{2ryStkh} contrasts with traditional types of OCB that aim to benefit the organization (Organ et al., 2006). OCB-CSR_{2ryStkh} aligns with the organization's CSR and aims at increasing its effectiveness (Boiral, 2009) to benefit a secondary stakeholder (Lamm et al., 2013). While most micro-CSR research has focused on traditional OCB that aims to benefit the organization (Gond et al., 2017), other researchers have proposed to extend the concept of OCB to integrate employees' discretionary behavior that aims to benefit the beneficiaries of the organization's CSR and therefore aligns with the organization's CSR (Lamm et al., 2013). Among these researchers, some have studied OCB towards the organization's CSR activities as a whole (Vlachos et al., 2014), while others have, like we do here, examined behavior targeted at a specific CSR dimension, such as the natural environment (Erdogan et al., 2015; Boiral and Paillé, 2012; Kim et al., 2017).

Based on the argument that CSR_{2ryStkh} will likely elicit moral elevation and that moral elevation can translate into OCB-CSR_{2ryStkh}, we hypothesize:

H1: Moral elevation will mediate the relationship between CSR targeted at a secondary stakeholder (CSR_{2ryStkh}) and OCB supporting this CSR (OCB-CSR_{2ryStkh}).

Collectivistic organizational identity orientation as evidence for our mechanism

With our second hypothesis, we aim to substantiate further that moral elevation is a mechanism at work in the relationship between the organization's CSR_{2ryStkh} and OCB-CSR_{2ryStkh}. As we have argued above, moral elevation occurs when the observer notices moral excellence towards another party (Vianello et al., 2010; Aquino et al., 2011). In our case, it implies that employees should experience moral elevation if they see their organization's CSR_{2ryStkh} as driven by moral excellence, but not if they ascribe this CSR to other motives than doing what is right. Following this reasoning we identify a moderator that should affect

the workings of our mediator, moral elevation, thereby providing additional evidence for the mechanism we propose (Vancouver and Carlson, 2015; Spencer et al., 2005).

It is well known to micro-CSR scholars that employees do not only care about what the organization does, but also about its motivation for doing what it does (Donia and Tetrault Sirsly, 2016; Vlachos et al., 2010). The organizational identity orientation (OIO) signals to employees what drives the organization's CSR (Basu and Palazzo, 2008), as it captures the nature of the relationships between an organization and its stakeholders as perceived by employees (Brickson, 2005; Brickson, 2007). OIO answers the question: "who are we as an organization vis-à-vis our stakeholders?" (Brickson, 2005; Brickson, 2007; Brickson and Lemmon, 2009: 413). A strong OIO thus infuses the organization with meaning, defining appropriate goals as regards CSR (Brickson and Lemmon, 2009). Brickson (2005) identified a collectivistic OIO, on which we focus, an individualistic OIO, and a relational OIO.

A collectivistic OIO refers to "an organizational self-conception as a member of a larger group with generalized ties to other stakeholders in that group" (Brickson, 2007: 865), including secondary stakeholders that are, by definition, less relevant for the immediate business of the organization (Basu and Palazzo, 2008). Employees who perceive their organization to have a strong collectivistic OIO are likely to infer that genuine care motivates the organization's CSR_{2ryStkh}. Indeed, a collectivist OIO indicates that the organization sees all stakeholders as members of a community where care is the principle driving relationships among members (Bridoux and Stoelhorst, 2016). Thus, a strong collectivistic OIO is a signal from which employees are likely to infer a moral motivation for engaging in CSR_{2ryStkh}. We therefore expect a strong collectivistic OIO to enhance the link between CSR_{2ryStkh} and our mediating mechanism, moral elevation.

In contrast, employees could perceive their organization as scoring low on a collectivistic organizational identity orientation because the organization is perceived to score high on

another of the three organizational identity orientations (Brickson, 2005). In these cases, employees are less likely to see CSR_{2ryStkh} as motivated by a genuine interest for secondary stakeholders' welfare and, therefore, should experience less moral elevation in reaction to the organization's CSR_{2ryStkh}. Indeed, an individualistic OIO refers to organizational members seeing their organization primarily as an atomized actor distinct from its stakeholders (Brickson, 2007), which sends the signal that the organization only pursues stakeholders' welfare when it benefits itself (Bridoux and Stoelhorst, 2016). Similarly, a relational OIO refers to organizational members understanding their organization first and foremost as a partner involved in dyadic relationships with specific stakeholders (Brickson and Lemmon, 2009), which sends the signal that the welfare of these specific stakeholders is a more important goal than the welfare of other stakeholders.

To sum up, we expect the moral elevation mechanism of the deontic justice path to be enhanced by the organization's collectivistic OIO, as a stronger collectivistic OIO signals that the CSR_{2ryStkh} is driven by a genuine, moral concern for that stakeholder. On the contrary, if employees do not perceive CSR_{2ryStkh} as driven by morality as indicated by a low collectivistic OIO, it is unlikely that they will experience much moral elevation. We therefore hypothesize:

H2: Collectivistic OIO will moderate the mediated relationship between CSR_{2ryStkh} and OCB-CSR_{2ryStkh}, such that the relationship between CSR_{2ryStkh} and moral elevation will be stronger when collectivistic OIO is higher.

Research Design and Results

We conducted two studies, a vignette-based experiment and a three-wave field survey, to increase the internal and external validity of our findings. Study 1 uses an experimental design to test Hypothesis 1 in a way that enables us to establish causality between CSR_{2ryStkh} and both moral elevation and OCB-CSR_{2ryStkh} (Aguinis and Bradley, 2014). Study 2 is a longitudinal survey that enables us to test Hypothesis 1 in the field and to test Hypothesis 2.

Study 1: Method

Participants. We recruited 150 participants on Prolific Academic, a crowdsourcing platform created for academic research (Gleibs, 2017) that provides quality data (Peer et al., 2017). Participants had to meet the following criteria: working for a for-profit company and living in the United Kingdom. Of these respondents, 73.3% identified as female, half of them reported being at least 37.0 years of age, and 61.3% held a bachelor degree or higher qualifications. Because there was no data available for an a priori power analysis, we aimed to recruit 75 participants per condition, as we calculated with G*Power 3.1 (Faul et al., 2007) that 64 participants per condition would be sufficient to detect a medium-sized effect (Effect size $d = .5$; Power = .80). A post hoc power analysis revealed that with our total sample of 150 individuals we attained a power of .99 for the smallest of our effect size d (.70).

Procedure. To test our first hypothesis, we used an experimental vignette methodology. Experiments are regularly used in organizational research to highlight causal relationships among variables (Aguinis and Bradley, 2014). Participants completed an online questionnaire created in Qualtrics, an online survey tool. Participants were randomly assigned to one of two conditions and were asked to read one of our two vignettes (see Appendix I). To increase realism (Aguinis and Bradley, 2014), a paragraph preceded the vignettes to introduce a fictitious organization that engages in CSR activities. We asked participants to picture themselves as working for this company. The conditions differed according to the level of *CSR_{2ryStkh}*. Following the manipulation, participants completed a survey including measures of *moral elevation* and *OCB-CSR_{2ryStkh}*. The survey also included a measure of *organizational pride*, a self-directed (as opposed to other-directed) emotional reaction to CSR already studied in micro-CSR research (e.g. Ng et al., 2019; De Roeck et al., 2016; Jones et al., 2014), to rule it out as a plausible alternative explanation, and therefore ensure the distinctiveness of the hypothesized deontic path through moral elevation.

Manipulations. We manipulated $CSR_{2ryStkh}$, using two conditions: *low- $CSR_{2ryStkh}$* and *high- $CSR_{2ryStkh}$* . In the two conditions, the company, named “CFN Company”, engaged in an environmental program consisting of an eco-design approach, resources and energy conservation, and recycling activities. In the *low- $CSR_{2ryStkh}$* condition, the organization had less ambitious CSR goals than similar organizations, invested a limited amount of money in CSR, and delivered modest results. The scope of its eco-design approach, resources and energy conservation, and recycling activities was limited. In the *high- $CSR_{2ryStkh}$* condition, the organization had more ambitious goals than similar organizations, invested a significant amount of money in CSR, and delivered impressive results. The scope of its eco-design approach, resources and energy conservation, and recycling activities was comprehensive. We pretested our manipulations. The results are reported below under manipulation checks.

Measures. We used a 7-point Likert-type scale for all our measures (1 = strongly disagree, 7 = strongly agree), which are shown in Appendix II. We measured *moral elevation* ($\alpha = .78$; $M = 4.37$; $SD = 1.39$) with the 2-item scale from Romani et al. (2016). To disguise the research hypothesis, these two items were randomly presented together with items referring to other discrete emotions, such as “ashamed”, “thankful”, “grateful”, “remorseful”, “indifferent”, “joyful”, “happy”, and “angry”. We assessed *organizational pride* ($\alpha = .98$; $M = 5.13$; $SD = 1.37$) using the 4-item scale by Ng et al. (2019). We measured *OCB- $CSR_{2ryStkh}$* ($\alpha = .94$; $M = 5.19$; $SD = 1.01$) with the second-order 10-item scale of Boiral and Paillé (2012).

Study 1: Results

Manipulation check. We pretested our vignettes with 150 participants recruited on Prolific Academics. These participants had to meet the same criteria as our target population for the experiment: working for a for-profit company and living in the United Kingdom. In the pretest, we measured $CSR_{2ryStkh}$ using the short, 3-item version of the natural environment-

dimension of CSR scale ($\alpha = .88$) developed by El Akremi et al. (2018). We also used an *ad hoc* 3-item scale ($\alpha = .97$) measuring the intensity of the CSR program (see Appendix II).

The results of the pretest supported the validity of our manipulations. Specifically, participants in the *high-CSR_{2ryStkh}* condition reported higher *CSR_{2ryStkh}* ($M = 5.97$; $SD = .95$) than participants in the *low-CSR_{2ryStkh}* condition ($M = 4.78$; $SD = .85$) ($t_{(148)} = 8.15$; $p < .001$; $d = 1.32$). Participants in the *high-CSR_{2ryStkh}* condition also reported higher intensity of the CSR program ($M = 6.01$; $SD = 1.10$) than participants in the *low-CSR_{2ryStkh}* condition ($M = 3.14$; $SD = 1.41$) ($t_{(148)} = 13.89$; $p < .001$; $d = 2.27$).

Test of hypothesis. As shown in Figure 1, participants in the *high- CSR_{2ryStkh}* condition reported higher *moral elevation* ($M = 5.14$; $SD = .90$) than participants in the *low- CSR_{2ryStkh}* condition ($M = 3.48$; $SD = 1.23$) ($t_{(148)} = 9.76$; $p < .001$; $d = 1.07$). Participants in the *high-CSR_{2ryStkh}* condition reported higher *OCB- CSR_{2ryStkh}* ($M = 5.53$; $SD = .89$) than participants in the *low- CSR_{2ryStkh}* condition ($M = 4.86$; $SD = 1.02$) ($t_{(148)} = 4.31$; $p < .001$; $d = .70$).

INSERT FIGURE 1 ABOUT HERE

To test hypothesis 1, we ran a mediation analysis using Mplus (Version 8.5) with 5,000 bootstrap resamples (Preacher and Hayes, 2008). We found an indirect effect of *CSR_{2ryStkh}* on *OCB-CSR_{2ryStkh}* through *moral elevation* of .64 ($SE = .22$), with the 95% bootstrap confidence interval (hereafter, 95% bootstrap CI) excluding zero (.29, 1.16). Thus, the results from Study 1 provide provisional evidence for Hypothesis 1.

To investigate the robustness of our finding, we also estimated the significance of this indirect effect in the presence of a plausible, alternative mediating mechanism linked to the relational path between *CSR_{2ryStkh}* and *OCB-CSR_{2ndStkh}*. Micro-CSR research has provided empirical evidence that perceptions of CSR elicit *organizational pride* (e.g. Ng et al., 2019; De Roeck et al., 2016; Jones et al., 2014). As expected based on the micro-CSR literature,

participants in the *high-CSR_{2ryStkh}* condition reported higher *organizational pride* ($M = 6.11$; $SD = .79$) than participants in the *low-CSR_{2ryStkh}* condition ($M = 4.41$; $SD = 1.10$) ($t_{(148)} = 12.61$; $p < .001$; $d = .96$). Using both *moral elevation* and *organizational pride* as parallel mediators, results showed that *moral elevation* mediated the relationship between *CSR_{2ryStk}* and *OCB-CSR_{2ryStkh}* (indirect effect = .40; $SE = .19$; 95% bootstrap CI = .04, .78), but not *organizational pride* (indirect effect = .36; $SE = .26$; 95% bootstrap CI = -.14, .90).

Study 1: Discussion

This experimental study offers causal evidence that employees exhibit both greater moral elevation and greater OCB-CSR_{2ryStkh} when their organization engages more in CSR_{2ryStkh}. Our mediation analyses also indicate the presence of an indirect effect of CSR_{2ryStkh} on OCB-CSR_{2ryStkh} via moral elevation, even when controlling for organizational pride as an alternative mediator. This finding supports the claim that there is a deontic path that is distinct from the relational one traditionally studied empirically by micro-CSR researchers.

Study 2: Method

Field survey design. To test our two hypotheses, we relied on a three-wave survey. Participants completed an online questionnaire at three points in time: the independent and moderator variables were measured at Time 1, the mediator at Time 2, and the dependent variable at Time 3. The lag between each time of measurement was 3 months. To control for method bias (e.g. retrieval of information from long-term memory, implicit theories), the survey at Time 2 did not include the independent variable and the survey at Time 3 included neither the independent nor the mediator variables (Podsakoff et al., 2003).

Participants. To obtain a diverse sample of job types and organizations, we recruited 600 participants on Prolific Academic. Participants had to meet the following criteria: working full time and living in the United States. At Time 1, 600 individuals were invited to answer to the questionnaire. The Time 2 questionnaire was completed by 408 individuals (68%). Among

them, 306 responded to the Time 3 questionnaire (75%). After excluding respondents who changed organizations or jobs between Time 1 and Time 3, the final sample was composed of 297 respondents. Of the 297 respondents, 53.0% identified as male, 54.4% of them reported being younger than 35.0 years of age, 56.7% had more than 10 years of work experience, and 63.1% had fewer than 5 years of tenure in their current team.

Measures. We measured every item on a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). Appendix II reports all the scales. We measured *CSR_{2ryStkh}* ($\alpha = .92$) with the 7-item scale that El Akremi et al. (2018) developed to measure natural environment-dimension of CSR. We measured *collectivistic OIO* ($\alpha = .89$) using the 4-item scale developed by Langer (2018). We measured *moral elevation* ($\alpha = .94$; $r = .89$, $p < .001$) with the same 2-item scale used in Study 1. We measured *OCB-CSR_{2ryStkh}* ($\alpha = .81$), using the second-order scale developed by Robertson and Barling (2017) to assess concrete forms of OCB towards the natural environment ($\alpha = .81$).

We controlled for the potentially confounding influence of two variables on the basis of both theoretical and empirical (see Table 1) justification (Becker et al., 2016). We controlled for *environmental self-identity* using the 3-item scale ($\alpha = .93$) from Ruepert et al. (2016), because individuals who see themselves as pro-environmental tend to enact behaviors that are compatible with their sense of self and are thus more likely to engage in our type of OCB-CSR_{2ryStkh} (Raineri and Paillé, 2016). Consistent with Study 1, we also controlled for *organizational pride* (using the same 4-item scale, $\alpha = .97$), an emotional reaction to CSR (Jones et al., 2014; Ng et al., 2019; De Roeck et al., 2016) linked to the relational path.

Descriptive statistics and Cronbach's alphas are presented in Table 1.

INSERT TABLE 1 ABOUT HERE

Study 2: Results

Confirmatory factor analysis. We conducted CFAs using MPlus to assess the fit of our data to the measurement model and the discriminant validity of our measures. The measurement model yielded a good fit (Hu and Bentler, 1999) to the data ($\chi^2[215] = 437.85$, CFI = .96, TLI = .95, SRMR = .04). As Table 2 shows, the hypothesized measurement model yielded a better fit than alternative models. These findings support the hypothesized model and indicate convergent and discriminant validity of our variables.

INSERT TABLE 2 ABOUT HERE

Common method variance. Because data were self-reported, we re-estimated the measurement model using the unmeasured latent method construct approach as a post hoc analysis for detection of common method variance (Podsakoff et al., 2012). We did not find a significant improvement in fit indices ($\chi^2[214] = 437.56$, CFI = .96, TLI = .95, SRMR = .03; $\Delta\chi^2/\Delta df = .29/1$, $p > .05$), and none of the method factor loadings were significant ($p > .05$), suggesting that common method bias was not a serious problem in our data.

Hypothesis testing. Because our Hypothesis 2 involves a conditional indirect effect of collectivistic OIO on the first stage of the mediated effect of $CSR_{2ryStkh}$ on $OCB-CSR_{2ryStkh}$ through *moral elevation*, we tested our hypotheses using Latent Moderated Structural equations analysis. For ease of interpretation, we mean-centered the variables in the latent interaction term (Aguinis et al., 2017). For the bootstrap analyses, we used estimates from 5,000 random replicates with replacement from the full sample (Preacher and Hayes, 2008).

Hypothesis 1 predicts that *moral elevation* will mediate the relationship between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$. The results reported in Figure 2 show a positive and significant relationship between $CSR_{2ryStkh}$ and *moral elevation* ($b = .52$, $SE = .08$, $p < .001$) and a positive and significant relationship between *moral elevation* and $OCB-CSR_{2ryStkh}$ ($b = .12$, $SE = .03$, p

< .01). In support of Hypothesis 1, results also show an indirect relationship between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$ through *moral elevation* with the 95% bootstrap CI excluding zero (indirect effect = .06, $SE = .02$, 95% bootstrap CI = .03, .12).

Hypothesis 2 predicts that a collectivistic OIO will moderate the mediated relationship between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$, such that the relationship between $CSR_{2ryStkh}$ and *moral elevation* will be stronger when *collectivistic OIO* is higher. The test of the conditional direct effect of $CSR_{2ryStkh}$ and *collectivistic OIO* on *moral elevation* is positive and significant ($b = .16$, $SE = .05$, $p < .01$). Further, we found significant moderated mediated effects on $OCB-CSR_{2ryStkh}$ (index of moderated mediation = .02, 95% bootstrap CI = .004, .04), and the indirect positive effect of $CSR_{2ryStkh}$ on $OCB-CSR_{2ryStkh}$ was higher when *collectivistic OIO* was high (indirect effect = .08, 95% bootstrap CI [.04, .16]), than when *collectivistic OIO* was low (indirect effect = .04, 95% bootstrap CI [.02;, .09]). We plotted the conditional indirect effect with the bootstrapping confidence intervals in Figure 3.

 INSERT FIGURE 3 ABOUT HERE

Hypothesis 2 proposes a moderation of *collectivistic OIO* on the first step of the mediation of *moral elevation* in the relationship between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$, so we ran an additional Latent Moderated Structural equations analysis to ensure that our moderator did not moderate the second step in the mediation nor the direct link between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$. *Collectivistic OIO* did not moderate the relationship between *moral elevation* and $OCB-CSR_{2ryStkh}$ ($b = -.04$, $SE = .03$, $p > .05$), nor the relationship between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$ ($b = .05$, $SE = .03$, $p > .05$).

Study 2: Discussion

The results of Study 2 are consistent with the findings from Study 1, and support the mediating role of *moral elevation* in the relation between $CSR_{2ryStkh}$ and $OCB-CSR_{2ryStkh}$.

While a survey does not enable us to establish causality, finding that collectivistic OIO moderates the first step in the mediation gives us some confidence that moral elevation is indeed the mechanism at work.

General discussion

Contributions

Our research makes two important contributions to the micro-CSR stream that relies on justice theory to explain employees' reactions to their organization's CSR (e.g., Rupp et al., 2006; Rupp et al., 2013; De Roeck et al., 2016; Dunford et al., 2015). By drawing on the deontic theory of justice, our first contribution is to highlight the role of moral elevation, an other-directed moral emotion, as a mechanism linking CSR and employees' responses. Thus far, CSR research grounded in justice theory has chiefly focused on studying the effect of CSR on organizational pride and organizational identification (De Roeck et al., 2016; Ng et al., 2019), two self-centered emotions that more directly link to the instrumental and relational justice paths than to the deontic one. In contrast, the literature had not yet studied the link between CSR and other-directed emotions, which conceptually are more closely related to the deontic justice path. Unlike organizational pride, moral elevation is an other-directed and other-praising moral emotion driven by moral excellence (Greenbaum et al., 2020). By showing that employees can experience moral elevation as a result of their organization's CSR towards a secondary stakeholder, we offer empirical support for the argument, grounded in deontic justice, that employees may care about CSR because it is the moral thing to do (in addition to caring because this CSR has personal material and/or relational benefits).

Our second contribution is to extend our understanding of the impact of CSR at the individual level by studying a type of employees' behavior that, contrary to almost all the types of behavior studied in the micro-CSR literature so far (Gond et al., 2017), is not directed and intended to benefit the organization directly, but the stakeholder that is supposed to

benefit from the CSR, here the natural environment. This enables us to take a step towards assessing whether and under which conditions CSR targeted at a secondary stakeholder motivates prosocial action in employees towards the same stakeholder, which increases the total impact of this CSR for the secondary stakeholder. Some micro-CSR researchers (Rupp and Mallory, 2015) have called to broaden the scope of micro-CSR research to investigate whether CSR practices indeed help address the societal and environmental problems they purport to address. While CSR was initially promoted by researchers as a way for organizations to make a positive contribution to society and the environment (Carroll, 1991), micro-CSR research has been very focused on whether it pays off for the organization by studying only employees' responses that benefit the organization. Broadening the scope of micro-CSR research, we have found that CSR practices can have an indirect positive effect on a secondary stakeholder by bringing employees to act in ways that benefit that stakeholder in addition to a direct positive effect for the organization in the form of employees' OCB.

Finding that the collectivistic organizational identity orientation moderates the relationship between the CSR targeted at a secondary stakeholder and employee OCB towards this CSR suggests that it is only when they see this CSR as a good deed that employees experience moral elevation and are triggered to engage in OCB towards this CSR. This contributes to the body of literature that argues that there should be a congruence between what the organization does and what drives the organization for CSR to have a positive impact on stakeholders' perceptions (Vlachos et al., 2014; Donia et al., 2019). Our results add to this stream of research by showing that moral emotions play an important role in stakeholders' reactions to the organization's CSR.

Practical implications

For practitioners, our research points out that CSR activities, at least the ones targeted at the natural environment, can elicit positive moral reactions in employees that can help gather

support for the organization's initial CSR efforts, particularly when employees believe their organization is genuinely committed to its stakeholders. These findings have two practical implications. First, we encourage organizations to not only communicate about their CSR initiatives, but also about their organization's DNA when it is congruent with morality as a primary driver of CSR. Specifically, we advise organizations with a collectivistic identity orientation to strengthen their identity amongst their employees because CSR elicits greater moral elevation when the organization is seen as genuinely caring for its stakeholders.

Second, CSR may create the conditions for its further success. Employees are more likely to behave in a manner that benefits external stakeholders when witnessing their organization's good deeds for its external stakeholders because it elicits moral elevation, a positive moral emotion that motivates employees to emulate the organization's good deeds. Employees have the potential to help improve their organization's CSR by engaging at various levels such as influencing their colleagues and leaders in addition to changing their own behavior. While research points out that CSR is often the result of a top-down process (Aguinis and Glavas, 2019), it therefore matters that the organization facilitates employees' contributing to the organization's CSR. For example, organizations can allow employees to formally engage into CSR-related behavior by setting up corporate social initiatives, which are activities with an explicitly stated social impact objective (Bode et al., 2015).

Limitations and future research

Our research has methodological strengths, but also limitations that suggest avenues for further research. First, our paper combines a vignette-based experiment to provide evidence of causality and a field study. While our data collection design for our field study with three points in time helps reduce CMV and helps ensure that perceptions of CSR precede employees' reactions, this design cannot provide strong evidence that all relationships are causal. We have addressed this issue to some extent using a moderator – namely, collectivistic

organizational identity orientation – that helps back up our claim of a causal relationship between the CSR targeted at the secondary stakeholder and moral elevation; we have, in contrast, less evidence to give for the causality in the relationship between moral elevation and employees' OCB supporting the CSR targeted at the secondary stakeholder. Future micro-CSR research relying on surveys should more often make use of moderators to test for mediation (Vancouver and Carlson, 2015; Spencer et al., 2005).

Second, behavior is self-reported in both studies. This calls for future research to obtain data from different sources, such as other-reported ratings of the outcome variable in a survey design or objective behavior in an experiment. Another issue with the quality of our measures concerns moral elevation. We used two items to measure moral elevation. While our choice is in line with how other authors have measured the emotional component of moral elevation (Romani and Grappi, 2014; Romani et al., 2016; Xie et al., 2019), one can question the psychometric properties of this short scale.

Third, given our focus on the deontic justice path and in line with recent research distinguishing CSR targeted at employees and CSR targeted externally (Scheidler et al., 2019; Farooq et al., 2017), we chose the natural environment as secondary stakeholder. Further research should examine whether our findings hold for, for example, CSR towards the community. It should be noted, however, that community-related CSR has a first-party justice component and a relational component for employees who feel part of that community, which may make it harder for researchers to isolate the deontic justice mechanisms from the instrumental and relational ones than it was the case for us studying CSR targeted at the environment. Employees' responses to CSR towards a community they feel part of are likely to be explained by a mix of emotions including self-centered ones such as organizational pride and other-praising ones including both gratitude (triggering the reciprocity at the basis of social exchange, cf. Barlett and DeSteno (2006)) in addition to moral elevation.

Finally, while we explored an alternative mechanism linked to the relational path, namely, organizational pride, our studies did not include controls for alternative mechanisms linked to the instrumental justice path. We made this choice because we assumed that CSR targeted at the environment brought little instrumental benefit to employees. Future research could include mechanisms linked to the instrumental path to be able to compare the explanatory power of the instrumental, relational, and deontic mechanisms. A mechanism linked to the instrumental path that would be interesting to study is employees' perceived control over their future outcome (Thibault and Walker, 1975). Controlling future outcomes is a fundamental need that has been discussed under many different labels, such as a need for self-efficacy (Bandura, 1977) and a need for autonomy (Ryan and Deci, 2006). CSR targeted at employees themselves or other stakeholders that are psychologically close for employees may provide employees a sense of control over their future outcomes. One of the self-centered emotions corresponding most closely to the instrumental path is therefore, in our eyes, anxiety, a self-centered negative, high arousal emotion that is evoked by vague, potential threats (Harmon-Jones et al., 2016). If CSR fulfills employees' need for control over their future outcomes, it should lower employees' anxiety.

Our theoretical arguments also suggest several avenues for future contributions to the field of micro-CSR. First, on the basis of the deontic theory of justice, other-directed moral emotions should be studied further in relation to both corporate social responsibility and irresponsibility. For example, it would be interesting to study the negative moral emotions employees experience in reaction to their organization's irresponsibility towards a secondary stakeholder. Does irresponsibility only elicit negative moral emotions directed towards the organization (anger) or does it sometimes also elicit negative moral emotions directed at oneself (guilt)? If irresponsibility elicits different negative moral emotions, do these emotions lead to different employees' behavior towards the stakeholder victim of the irresponsibility?

Second, future research could extend our study by examining the effect of CSR targeted at a secondary stakeholder on employees' private life behavior that benefits the target of CSR. While research on CSR-related behavior has started exploring spillovers from the non-work to the work domain (Paillé et al., 2019), more attention should be dedicated to investigating the spillover effects from workplace behavior to behavior at home. Interestingly, the work sphere could be more conducive to modifying employees' private life behavior than calls by public and societal actors in the domestic sphere, as "employees are a 'captive' audience that can be more easily targeted" (Carrico and Riemer, 2011: 2). If we can establish that CSR towards a secondary stakeholder triggers employees to behave in a way that benefits this stakeholder both on and off the job, the total impact of this CSR for that stakeholder is even larger than what we have established here with our focus on employees' OCB towards that CSR.

To conclude, our work has provided evidence for a deontic path through moral elevation between CSR targeted at a secondary stakeholder and employees' responses. The micro-CSR literature had often referred to the deontic path to explain why employees may react positively to CSR that does not deliver significant instrumental or relational benefits to them personally, but had empirically studied mechanisms that are more closely related to the relational path. In addition, we show that moral elevation is an important mechanism to explain employees' OCB that is not aim at benefiting the organization but rather at supporting the CSR targeted at the secondary stakeholder. This type of OCB had been neglected by micro-CSR researchers but must also be studied if we want to grasp the full range of effects CSR has on employees.

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Tables

Table 1. Study 2: Summary statistics and zero-order correlations

Variable	α	M	SD	1	2	3	4	5	6	7	8	9
1. CSR _{2ryStkh}	.92	3.14	1.01	-								
2. Collectivistic OIO	.89	3.50	1.09	.47***	-							
3. Moral elevation	.94	2.84	1.21	.53***	.41***	-						
4. OCB-CSR _{2ryStkh}	.82	3.44	.88	.24***	.19**	.37***	-					
5. Organizational pride	.97	3.83	1.04	.42***	.43***	.37***	.21***	-				
6. Environmental self-identity	.93	3.75	.96	.20**	.16**	.14*	.53***	.10	-			
7. Gender ^a	-	1.48	.53	-.04	.20**	-.03	.07	.04	.07	-		
8. Age ^b	-	3.57	1.05	.11	.01	.11	.03	.01	.00	.02	-	
9. Education ^c	-	3.88	1.00	.10	.18**	-.02	-.04	.13*	-.03	.10	-.06	-
10. Tenure ^d	-	3.04	1.31	.16**	.02	.15*	.10	.04	-.04	-.04	.53***	-.10

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$. ^a0 = female, 1 = male. ^b1 = [< 18 years], 2 = [18-24 years], 3 = [25-34 years], 4 = [35-44 years], 5 = [45-54 years], 6 = [55-64 years], 7 = [65-74 years], 8 = [75-84 years], and 9 = [> 84 years]. ^c1 = no formal education, 2 = secondary school, 3 = college, 4 = undergraduate degree (BA/BSc, other), 5 = graduate degree (MA/MSc/MPhil/other), 6 = doctoral degree (PhD/MD/other). ^d1 = [<1 year], 2 = [1-2 years], 3 = [2-5 years], 4 = [5-10 years], and 5 = [> 10 years].

Table 2. Study 2: Fit indices for alternative measurement models

	χ^2	df	$\Delta\chi^2/\Delta df$	CFI	TLI	SRMR
1 factor ^a	3408.93	230	2030.17/23***	.38	.33	.19
2 factors ^b	1962.11	229	1444.82/1 ***	.67	.63	.13
4 factors ^c	883.94	224	1078.17/5 ***	.87	.86	.06
6 factors ^d	437.85	215	446.09/9 ***	.96	.95	.04

Notes: *** $p < .001$; ^aevery item loading on one factor; ^bCSR_{2ryStkh} items and collectivistic OIO items loading on one factor, moral elevation items and OCB-CSR_{2ryStkh} items loading on another factor; ^cOCB-CSR_{2ryStkh} items loading on one factor, every other item loading on its factor; ^dHypothesized model; ^eAddition of an unmeasured latent method factor to the hypothesized model.

Figures

Figure 1. Study 1: direct effect of $CSR_{2ryStkh}$ on moral elevation and on OCB towards $CSR_{2ndStkh}$

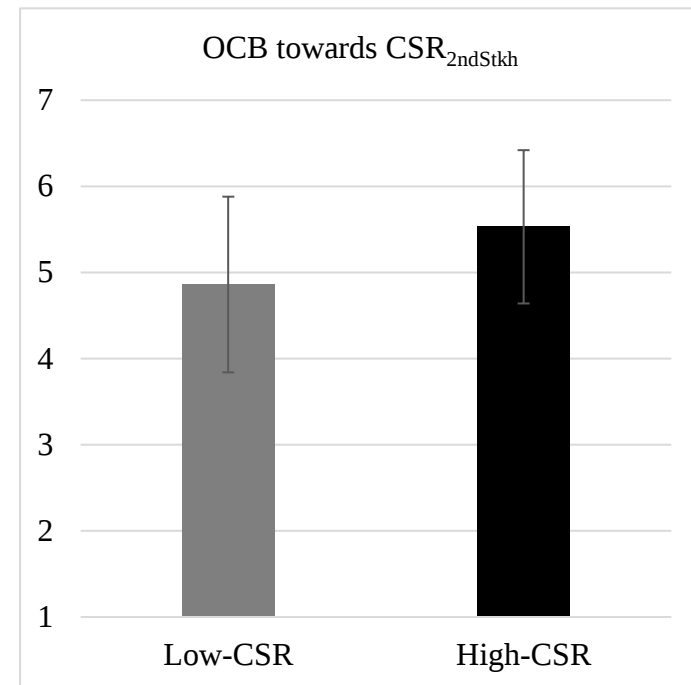
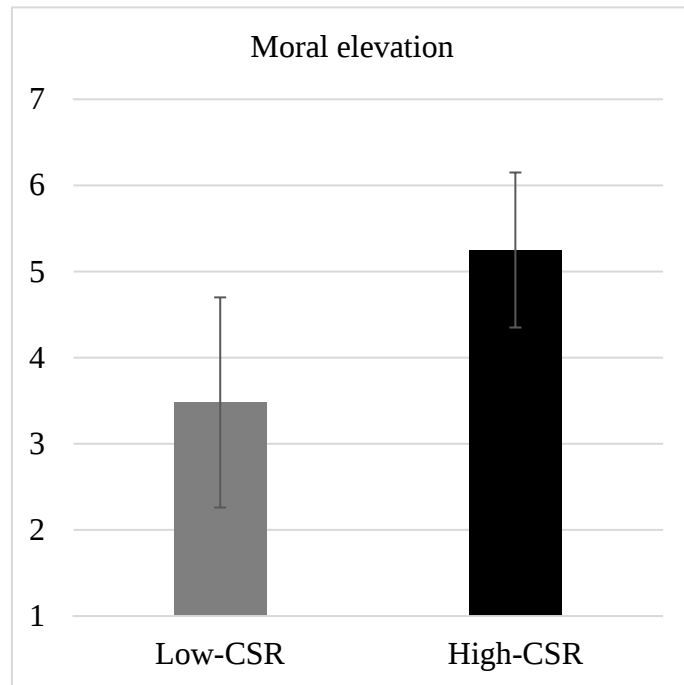
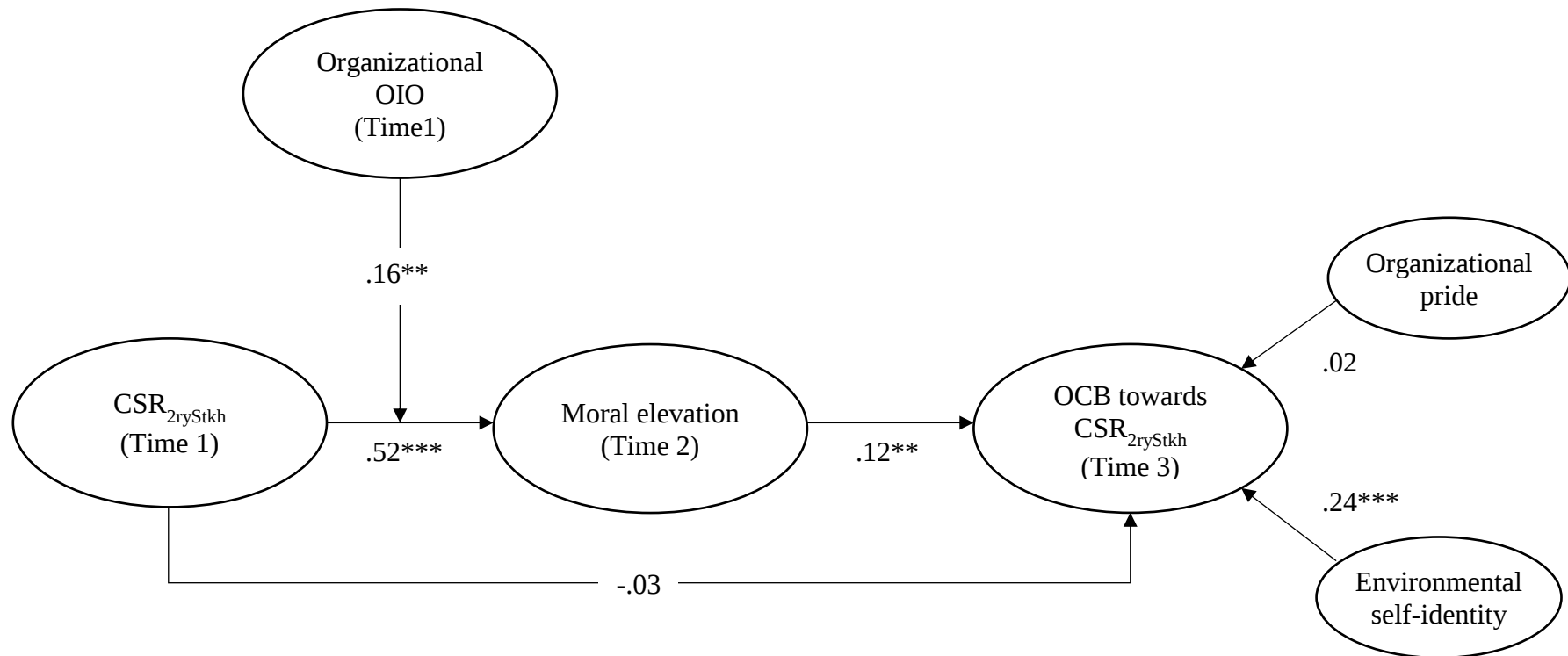
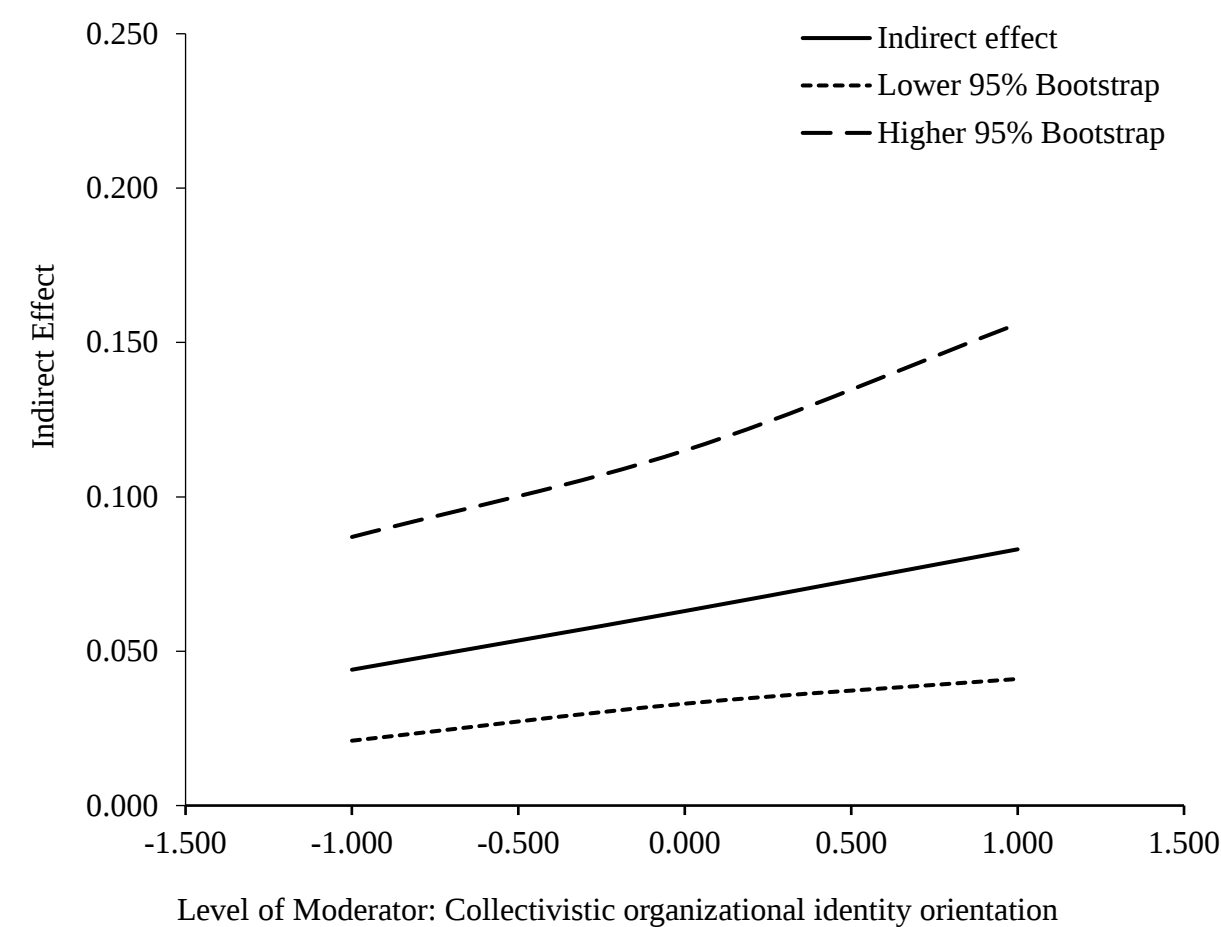


Figure 2. Study 2: path analysis results



Notes: unstandardized coefficient, * $p < .05$; ** $p < .01$; *** $p < .001$.

Figure 3. Study 2: conditional indirect effect for collectivistic OIO



Notes: values of collectivistic OIO are standard deviations.

Appendices

Appendix I. Experimental material

Introduction

You have been working for the past years at CFN Company. CFN Company manufactures consumer electronics such as television sets and digital cameras. Business is going well. CFN is growing in terms of revenues and employees.

Low-CSR targeted at a secondary stakeholder

When you compare CFN to other manufacturing companies, you realise that its environmental programme **is not very ambitious**. CFN only invests **around 0.5%** of its annual profit in this programme. Over the past 5 years, the environmental programme has delivered **some modest results**. Thanks to an eco-design approach to the company's products, the percentage of recyclable materials in products increased **from 0 to 20%**, which is **lower** than what competitors have achieved over the same period. With regard to resources and energy conservation, every **bathroom** is now equipped with sensors that will **switch off lights when not in use**. Additionally, there is now a recycling program in the company for **paper and plastic bottles**.

High CSR targeted at a secondary stakeholder

When you compare CFN to other manufacturing companies, you realise that its environmental programme **is very ambitious**. CFN invests **up to 10%** of its annual profit in this programme. Over the past 5 years, the environmental programme has delivered **some impressive results**. Thanks to an eco-design approach to the company's products, the percentage of recyclable materials in products **increased from 0 to 80%**, which is **higher** than what competitors have achieved over the same period. With regard to resources and energy conservation, every **room** is now equipped with sensors that will **switch off lights and machines** when not in use. Additionally, there is now a recycling program in the company for **each type of waste**.

Appendix II. Scales

Study 1

Moral elevation (Romani et al. 2016)

As an employee of CFN, I would feel...

- (1) inspired.
- (2) touched.

Organizational pride (Ng et al., 2016))

- (1) I would feel proud to be an employee of CFN.
- (2) I would feel proud to tell others that I work for CFN.
- (3) I would feel proud to identify myself personally with CFN.
- (4) I would feel proud to be part of CFN.

OCB towards CSR targeted at another stakeholder (Boiral and Paillé 2012)

Being an employee of CFN would bring me to...

Eco-civic virtue

- (1) in my work, weigh the consequences of my actions before doing something that could affect the environment.
- (2) voluntarily carry out environmental actions and initiatives in my daily work activities.

(3) make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility.

Eco-civic engagement

(4) actively participate in environmental events organised in and/or by my company.

(5) stay informed of my company's environmental initiatives.

(6) undertake environmental actions that contribute positively to the image of my organisation.

(7) volunteer for projects, endeavours or events that address environmental issues in my organisation.

Eco-helping

(8) spontaneously give my time to help my colleagues take the environment into account in everything they do at work.

(9) encourage my colleagues to adopt more environmentally conscious behaviour.

(10) encourage my colleagues to express their ideas and opinions on environmental issues.

Items for manipulation check: CSR (El Akremi et al. 2018)

(1) CFN takes action to reduce pollution related to its activities (e.g. choice of materials, eco-design, and dematerialisation).

(2) CFN contributes toward saving resources and energy (e.g. recycling, waste management).

(3) CFN makes investments to improve the ecological quality of its products and services.

Items for manipulation check: CSR intensity (ad hoc)

(1) CFN has an ambitious environmental programme.

(2) CFN puts a great deal of efforts in its environmental programme.

(3) CFN invests a lot in its environmental programme.

Study 2

Perceptions of CSR targeted at a secondary stakeholder (El Akremi et al. 2018)

(1) My company takes action to reduce pollution related to its activities (e.g. choice of materials, eco-design, and dematerialisation).

(2) My company contributes toward saving resources and energy (e.g. recycling, waste management).

(3) My company makes investments to improve the ecological quality of its products and services.

(4) My company respects and promotes the protection of biodiversity (i.e. the variety and diversity of species).

(5) My company measures the impact of its activities on the natural environment (e.g. carbon audit, reduction of greenhouse gas emissions, global warming).

(6) My company invests in clean technologies and renewable energies.

(7) My company encourages its members to adopt eco-friendly behavior (sort trash, save water and electricity) to protect the natural environment.

Collectivistic organizational identity orientation (Langer 2018)

(1) My organization can be described as cause-driven.

(2) My organization emphasizes the importance of its affiliation with a group, cause or broader community.

(3) My organization considers itself to be “doing well” when it contributes to well-being of a broader group, cause or community.

(4) My organization is extremely motivated to advance the welfare of a broader community or cause.

Moral elevation (Romani et al. 2016)

(1) Taking into consideration my company environmentally responsible initiatives, I feel inspired.

(2) Taking into consideration my company environmentally responsible initiatives, I feel touched.

OCB towards CSR targeted at a secondary stakeholder (Robertson and Barling 2017)

Self-enacted

(1) At work, I recycle whenever possible.

(2) I conserve the amount of materials I use at work.

(3) At work, I reduce the amount of energy I use.

Coworker-oriented

(4) I help my co-workers be environmentally friendly at work.

(5) I promote environmentally friendly behaviors amongst my coworkers.

(6) I suggest to my coworkers that they reduce the amount of materials they use.

Organization-oriented

(7) I persuade my company to purchase environmentally friendly products.

(8) I discuss with my leader how my company can become more environmentally friendly.

(9) I encourage my company to support an environmental charity.

(10) I encourage my company to reduce its environmental impact.

Organizational pride (Ng. et al., 2016)

(1) I feel proud to be an employee of this organization.

(2) I feel proud to tell others that I work for this organization.

(3) I feel proud to identify myself personally with this organization.

(4) I am proud to be part of this organization.

Environmental self-identity (Ruepert et al. 2016)

(1) Acting pro-environmentally is an important part of who I am.

(2) I am the type of person who acts pro-environmentally.

(3) I see myself as a pro-environmental person.