ETHICAL CLIMATE AND CORPORATE SOCIAL RESPONSIBILITY

by

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THESIS

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ABSTRACT

Ethical Climate and Corporate Social Responsibility

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Current empirical research on corporate social responsibility (CSR) focuses on the organizational level, but researchers have called for increased attention in exploring the individual level, or micro-CSR. The objective of this study was to identify how ethical climate, employee engagement, attitudes toward CSR, and several individual differences may play a key role in micro-CSR performance. The hypotheses proposed that ethical climate would influence micro-CSR performance, such that the instrumental ethical climate would have lower levels of micro-CSR performance than the rules, law and code, caring, and moral independence ethical climates. Furthermore, it was expected that attitudes towards CSR and employee engagement would mediate this relationship, such that more positive attitudes toward CSR and higher levels of employee engagement would lead to increased levels of micro-CSR performance. The findings of the path analysis failed to support the hypotheses as well as the proposed model, but strong relationships were found for attitudes towards CSR with micro-CSR performance and employee engagement with micro-CSR performance. Additionally, the caring ethical climate

was found to have marginally significantly more positive attitudes towards CSR and significantly higher levels of work engagement than the instrumental ethical climate. Furthermore, personality, specifically extraversion and neuroticism, as well as moral identity were found to be significant covariates to impact employee engagement. Implications for theory and future research of micro-CSR performance are discussed as well as practical implications and recommendations for organizations and employees that wish to increase micro-CSR performance behaviors.

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DEDICATION

I dedicate my thesis to my mother and father, who have supported me throughout my entire life, because they taught me at an early age that you can do anything that you set your mind to. I also dedicate my thesis to my younger brother and sister, as their unwavering love has motivated me to complete this project so that I may return home to their beautiful faces. I also dedicate my thesis to my grandparents and godparents, as their support and love throughout these past few years has reminded me just how much I am loved and supported through all of life's challenges.

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CHAPTER ONE: LITERATURE REVIEW

Corporate social responsibility (CSR) has been a topic of interest in research for nearly 50 years, during which researchers have debated if organizations should play a role in the community outside of generating an economic impact (Friedman, 1970; Glavas, 2016). Research has also questioned whether there are benefits for an organization that engages in CSR (Friedman, 1970; Glavas, 2016). However, recent empirical articles emphasize the imminent and important value CSR involvement has for an organization, finding that, on average, the benefits of CSR outweigh the costs for organizations. CSR has been found to be positively linked to organizational identification (Carmeli, Gilat, & Waldman, 2007), organizational reputation (Orlitzky, Schmidt, & Rynes, 2003), organizational citizenship behaviors (Jones, 2010), employee creativity (Glavas & Piderit, 2009), employee engagement (Glavas & Piderit, 2009), trust in employees (Muthuri, Matten, & Moon, 2009; Vlachos, Tsamakos, Vrechopoulus, & Avramidis, 2009), employee retention (Jones, 2010), and knowledge sharing behaviors (Farooq, Farooq, & Jasimuddin, 2014)

Early researchers defined CSR as the discretionary and ethical responsibilities or assignments of an organization (Friedman, 1970; Gavin & Maynard, 1975). More recent research has defined it as a subset of responsibilities for an organization that incorporates the voluntary relationships an organization has with stakeholders in the community and society (Carroll, 1998; Waddock, 2004). Additionally, research has begun to distinguish between macro-CSR and micro-CSR. Macro-CSR refers to an organization's engagement and involvement in the community, whereas micro-CSR is an individual's level of engagement and involvement in the community on behalf of the organization (Aguinis & Glavas, 2012**;** Glavas, 2016). Historically, CSR research focused on the macro level. However, Aguinis and Glavas (2012) and Glavas (2016) have recently called for increased attention at the micro level. Researchers have begun to

explore the phenomenon of micro-CSR, in terms of whether it yields the same positive outcomes and predictors as macro-CSR. Current empirical articles also explore how to facilitate micro-CSR in employees, how to predict micro-CSR performance, and whether macro-CSR plays a role in individuals performing micro-CSR (Aguinis & Glavas, 2012**;** Glavas, 2016). In fact, previous studies have found positive outcomes of micro-CSR, such as organizational citizenship behaviors (OCBs; Jones, 2010), employee engagement (Glavas & Piderit, 2009), and employee creative involvement (Glavas & Piderit, 2009). Other studies have identified predictors of micro-CSR, such as supervisor commitment (Buehler & Shetty, 1976), supervisor encouragement (Ramus & Steger, 2000), and congruence of values (Bansal, 2003).

Although previous research shows that micro-CSR performance shows a strong relationship with OCBs, it is important to distinguish these two concepts. OCB has been defined as behaviors that individuals voluntarily engage in on the job without any promise of rewards, and OCB has been conceptualized to include five different types of behaviors - altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Organ, 1988). Specifically, civic virtue has been conceptualized in a similar manner to micro-CSR performance, and it is defined as behaviors that demonstrate how well an individual represents and supports their organization, specifically by representing the organization to the best of their ability even when not working (Organ, 1988). However, Aguinis and Glavas (2012) argued that micro-CSR performance emphasizes representing and supporting the organization, specifically through community involvement by volunteering, donating, engaging in environmentally friendly behaviors, or championing for community involvement. Additionally, Mohamed and Anisa (2014) outlined civic virtue as proactively participating in any organizational activities, yet micro-CSR performance specifically details participation in organizational activities that emphasize

community involvement. Furthermore, Penn and Thomas (2017) argue that individuals engage in micro-CSR performance due to an inherent desire to build the organization's relationship with the community, whereas individuals engage in civic virtue OCBs to represent and support any of their organization's efforts. Thus, OCBs, specifically civic virtue, can include attending social events or business meetings on behalf of the organization, meanwhile micro-CSR performance includes attending charity, donation, or volunteer events on behalf of the organization.

Research in the area of micro-CSR performance, however, remains in its infancy. Questions still remain regarding the factors that influence micro-CSR behaviors. Thus, there is a need for additional empirical research to further understand antecedents and outcomes of micro-CSR. Specifically, there is a lack of research analyzing organizational climate as a predictor of CSR at both the macro-level and micro-level. Thus, the present effort aims to contribute to this area by examining the influence of a specific type of organizational climate, an ethical climate, on CSR behaviors and attitudes.

Ethical Climate and CSR

Ethical climate has been defined as the shared perception of knowing appropriate and correct behaviors and understanding how ethical situations should be handled by an organization (Victor & Cullen, 1987). Originally, Victor and Cullen (1987) conceptualized ethical climate as being three mutually exclusive types – principle, benevolence, and egoism. Principle was defined as an ethical climate where individuals adhere strictly to principles or standards because they have to follow particular regulations, like personal morals, company rules, or federal laws. Benevolence was defined as an ethical climate where individuals maximize joint or group interests because they want to engage in friendship, team interest, or social responsibility. Egoism was defined as an ethical climate where individuals maximize self-interest, because they

want to engage in efficiency, company profit, or self-profit. However, Victor and Cullen (1988) soon realized that an ethical climate can take on more than three forms depending on the organization. Thus, Victor and Cullen's (1988) current conceptualization classified ethical climate into five different and mutually exclusive types: (a) caring, (b) rules, (c) law and code, (d) independence, and (e) instrumental.

The caring ethical climate was defined as an emphasis on making ethical decisions and behaviors based on the concern for the well-being of others, whereas the rules ethical climate was defined as ethical behaviors and decisions guided by a set of organizational rules or standards, similar to a code of ethics. The law and code ethical climate was defined as ethical behaviors and decisions based on external codes of conduct, such as the federal law or professional guidelines. The independence ethical climate was defined as ethical decisions and behaviors based on deeply held personal moral convictions and personal values. Lastly, the instrumental ethical climate was defined as ethical decisions and behaviors based on individual or organizational self-interest. By dividing ethical climate into five types, this allowed researchers to better study and compare ethical climates across multiple organizations and industries (Victor & Cullen, 1988). More recently, Arnaud (2010) noted that the majority of ethical climate research uses Victor and Cullen's (1988) theory, as it has been validated by a number of researchers, and this theoretical framework provides the foundation for nearly 75% of ethical climate studies.

Broadly, ethical climate has been found to have a number of positive outcomes for an organization, including positive relationships with job attitudes (Ambrose, Arnaud & Schminke, 2008), ethical behaviors (Aquino, 1998), organizational commitment (Babin, Boles & Robin, 2000), physiological health (Damirch & Rahimi, 2011), psychological well-being (Martin &

Cullen, 2006), performance efficiency (Erondu, Sharland, & Okpara, 2004), performance effort (Jaramillo, Mulki, & Solomon, 2006), and trust (Ruppell & Harrington, 2000). Ethical climate has also been found to have negative relationships with employee withdrawal (Ambrose, Arnaud & Schminke, 2008), risk taking (Saini & Martin, 2009), role ambiguity (Babin, Boles & Robin, 2000), role conflict (Schwepker & Hartline, 2005), and role stress for employees (DeConinck, 2010).

However, there is a lack of research on how ethical climate can impact CSR at the micro level. More specifically, few studies have addressed the unique influence of different types of ethical climates on micro-CSR performance and potential mediating variables which may help explain this relationship. To address this, the present study examines the influence of ethical climate on micro-CSR and the mediating role of attitudes toward CSR and employee engagement.

Ethical Climate and Attitudes toward CSR

Research suggests that an ethical climate influences employee attitudes toward CSR. For example, a study by Choi, Ullah, and Kwak (2015) found that ethical climate was associated with more positive attitudes about CSR, such that those with higher perceptions of ethical climate had higher positive attitudes toward CSR. Similarly, Chi and Chi (2016) found that perceptions of ethical climate were positively related to employee views and attitudes toward CSR, and results indicated each of the five ethical climate types – caring, instrumental, independence, rules, and law and code – were positively associated with employee's views of CSR. Shafer (2015) found similar results, such that perceptions of ethical climate were positively associated with CSR, social responsibility, and corporate ethics.

More specifically, when comparing the different ethical climates, caring, independence, law and code, and rules were found to have more positive attitudes towards CSR, whereas instrumental had significantly less positive attitudes toward CSR. Other researchers (Fu & Deshpande, 2011) found rules to have higher levels of positive attitudes toward ethical behaviors, including more positive attitudes toward CSR, in comparison to instrumental. Chang, Kim, and Ying (2014) also found that perceived ethical climate, specifically rules and law and code, had higher levels of appreciation by employees and more positive attitudes toward CSR in comparison to instrumental. Similarly, Powell, Davies, and Norton (2013) also found caring, independence, law and code, and rules to have more positive attitudes and beliefs toward CSR and socially responsible behaviors, however instrumental was found to have significantly fewer positive attitudes and beliefs toward CSR and socially responsible behaviors.

Hansen, Dunford, Alge, and Jackson (2015) suggested that many employees derive their attitudes toward CSR by reflecting upon their perception of ethical climate type in their organization. Powell, Davies, and Norton (2013) suggested that caring, independence, law and code, and rule climates fostered positive attitudes and emotional attachment to the organization's CSR initiatives. Specifically, Shafer (2015) noted climates with strong emphasis on benevolence, like caring and independent climates, were more likely to develop employees with emotional attachment and identification to the organization's CSR initiatives, thus increasing their positive attitudes toward CSR. Meanwhile, climates with strong emphasis in following regulations, like rules and law and code, were more likely to develop employees that were encouraged and empowered to have positive attitudes toward CSR initiatives. However, the results found an instrumental climate negated the effects of positive attitudes and emotional attachment to CSR initiatives, and researchers argued that employees found self-interest or company interest rather

than community interest to be the norm and more acceptable (Powell, Davies, & Norton, 2013; Shafer 2015). Thus, this evidence leads to the first hypothesis.

Hypothesis 1: Participants in the caring, independence, law and code, and rules climates will have significantly more positive attitudes towards CSR compared to the instrumental climate.

Ethical Climate and Employee Engagement

Previous research suggests that ethical climate and employee engagement are significantly associated with one another. For example, a recent study by Abdullah, Ali, and Thanasinge (2017) found that ethical climate was positively related to employee engagement and performance, such that those with higher perceptions of an ethical climate had higher levels of engagement at work than those with lower perceptions of an ethical climate. Similarly, Anggraeni (2014) found perceived ethical climate to positively relate to employee engagement, as those who had higher perceptions of an ethical climate were more likely to be engaged in their work and with the organization than those with lower perceptions of an ethical climate. Engelbrecht, Heine, and Mahembe (2014) also found ethical climate to be significantly and positively related to employee engagement, as those who had higher perceptions of an ethical climate had higher levels of vigor, absorption, and dedication to their work.

More specifically, Mitonga-Monga and Cilliers (2015) compared the five different ethical climate types, and the results found caring, law and code, and independence to have higher levels of employee engagement than instrumental. Furthermore, caring, law and code, and independence were able to explain the most variance in employees' dedication, vigor, and absorption in their jobs in comparison to instrumental. Harms (2016) also found rules, law and

code, caring, and independence climates to have higher levels of work engagement, whereas instrumental climate was found to have significantly lower levels of work engagement.

Parboteeah and Kapp (2008) suggested that when workers perceive their company cares about ethics, then workers feel more motivated and dedicated to complete their tasks. When the company's ethics are aligned with employee's personal morals, as outlined in the independent climate, employees are more likely to feel motivated to dedicate themselves to their work and to their organization. Additionally, following procedures motivates employees to fully concentrate on their jobs, resulting in increased feelings of involvement in their work, as indicated in the rules and law and code climates (Parboteeah & Kapp, 2008). Anggraeni (2014) noted that fostering ethical climate, specifically by showing care for the interests of employees and customers, as outlined in the caring climate, will show higher levels of employee engagement and work effectiveness, because the organization supported behaviors aligned with the organization's morals and values. However, previous research found instrumental climate to have significantly lower levels of employee engagement. If employees believe serving their self-interest or company interests as the norm, then expressing dedication, vigor, and absorption in their work is less likely to occur without a specific purpose aligned with self-interest or company interest (Harms, 2016).

It is important to note, however, that employee engagement in terms of vigor, absorption, and dedication presents only one conceptualization of employee engagement (Schaufeli & Bakker, 2003). More recently, Shuck, Adelson, and Reio Jr. (2017) have conceptualized employee engagement in terms of cognitive, behavioral, and emotional engagement. Cognitive engagement is defined as expressing intense mental energy to achieve an outcome, particularly through the use of concentration, attention, focus, and other cognitive energy. Emotional

engagement is defined as willingness to invest emotional energy towards an outcome, specifically by showing a deep emotional connection and affect towards the mission or purpose of the work. Behavioral engagement is defined as the intention or motive to behave in a particular way to positively influence performance, specifically by being willing or available to give extra effort or work harder. In developing this more recent conceptualization of employee engagement, Shuck, Adelson, and Reio Jr. (2017) obtained construct validity evidence of their scale by comparing their scale to the UWES (Schaufeli & Bakker, 2003) and noted the similarities and differences among the two employee engagement scales. Shuck, Adelson, and Reio Jr. (2017) argued that their cognitive emotional engagement subdimension is closely related to the UWES (Schaufeli & Bakker, 2003), however their emotional and behavioral engagement subdimensions present a new approach to employee engagement by looking at an individual's emotions, affect, behavioral willingness, and action intentions.

Based on previous research, we expect to find a similar pattern of results with both employee engagement scales, by which caring, independence, law and code, and rule climates will have higher levels of employee engagement as indicated by both conceptualizations of employee engagement while instrumental climate will have lower levels of employee engagement. Thus, the present study aims to replicate previous findings by observing absorption, vigor, and dedication while also extending the literature on employee engagement by including more recent conceptualizations of employee engagement as cognitive, behavioral, and emotional engagement. This leads to the second hypothesis:

Hypothesis 2: Participants in caring, independence, law and code, and rules climates will have significantly higher levels of employee engagement compared to those in the instrumental climate.

Attitudes toward CSR and Engagement in Micro-CSR Performance

Research suggests that attitudes in general can predict engagement in certain related behaviors. Implicit and explicit attitudes have been found to be significant predictors of engagement in ethical behaviors (Martin, Rigoni, & Vohs, 2017), voting behaviors (Friese, Smith, Plischke, Bluemke, Nosek, & Krueger, 2012) eating and dietary behaviors (Haslam, Meyer, & Waller, 2011), eco-friendly behaviors (Dahm, Samonte, & Shows, 2009), alcoholic drinking behaviors (Davies, Paltoglou, & Foxcroft, 2017), and aggressive behaviors (McConville & Cornell, 2003). More specifically, Burchell and Cook, (2006) have noted that attitudes toward CSR predicted individuals performing micro-CSR behaviors, because attitudes toward CSR can help to develop more clear policies to increase CSR performance by employees. Similarly, Gupta (2015) found that employees' attitudes toward CSR were positively related to employee engagement in CSR, or micro-CSR. Tang, Hull and Rothenberg (2012) found that performing micro-CSR moderated the relationship between employees' attitudes toward CSR and financial performance, such that companies with higher positive attitudes toward CSR and higher engagement in micro-CSR had higher financial performance. This suggests that attitudes toward CSR may influence micro-CSR performance. Additionally, Valentin, Valentin, and Nafukho (2015) have noted that CSR initiatives and attitudes are significant antecedents of CSR engagement by employees, or micro-CSR. This leads to my third hypothesis.

Hypothesis 3: Attitudes toward CSR will mediate the relationship between ethical climate and micro-CSR performance, such that those with more positive attitudes toward CSR will have higher levels of micro-CSR performance.

Employee Engagement and Micro-CSR Performance

Although research on micro-CSR is still in its infancy, studies suggest that employee engagement is positively related to micro-CSR performance. Ciocirlan (2017) recently conceptualized micro-CSR as an environment workplace behavior (EWB) which includes organizational citizenship behaviors for the environment (OCBEs), and it is expected for employee engagement to show a significant and positive relationship with performing micro-CSR behaviors similar to the relationship employee engagement has with OCBs and OCBEs (Jones, 2010). Rodell (2013) found job absorption at work, which is one of three sub-dimensions for employee work engagement, to be positively and significantly related to employee engagement in micro-CSR activities, like volunteering. More recently, Chaudhary and Akhouri (2018) found that employee work engagement was positively and significantly related to engagement in micro-CSR activities, and this relationship was strengthened for employees who were motivated and supported to participate in micro-CSR activities. Supanti, Butcher, and Fredline (2015) found that employees' feelings of pride, dedication, and engagement in their work was positively related to micro-CSR performance, and the authors argue that this is mainly because the positive emotions experienced through work engagement enhance individual identification and involvement with the organization. Additionally, Penn and Thomas (2017) argued that employee work engagement plays an important role in engagement in micro-CSR activities, because employees foster feelings of dedication to their work and to the company which results in the inherent desire to build their organization's relationship with the community. This leads to my fourth hypothesis.

Hypothesis 4: Employee engagement will mediate the effects of the relationship between ethical climate and micro-CSR performance, such that those with higher levels of employee engagement will have higher levels of micro-CSR performance.

CHAPTER TWO: METHOD

Sample

Participants were recruited from the psychology department subject pool at the University of Texas at Arlington. A total of 172 participants were collected for this study, and the final sample size included 150 participants after responses to the manipulation check items were reviewed. Demographics of the sample, including gender, race, ethnicity, and age were collected at the end of the study. The demographic composition of the sample was mostly female (68%) with a modest number of males (32%). Majority of the sample identified their age range as 18-24 years old (90%), with few identifying as 25-34 years old (5%), 35-44 years old (3%), and 45-54 years old (1%). Additionally, most participants described themselves as White (29%), followed by Asian (25%), Hispanic (22%), Black (21%), and other (3%). The participants received compensation in the form of course credit for completing the online study. Because participation in this study was voluntary, participants still received compensation if all study procedures were not completed.

General Procedures

Participants were asked to indicate their consent for participating in the study by selecting the option to agree or disagree online. Participants were randomly assigned to one of the five manipulations for ethical climate types. They first reviewed a new hire package that varied based on their assigned ethical climate condition. After participants reviewed their new hire package materials, they were asked to complete several surveys to obtain information about the variables of interest, first including the 25-item Cross National Model of Corporate Social Responsibility (Quazi & O'Brien, 2000), the 15-item Employee Engagement Scale (Shuck, Adelson, & Reio Jr., 2017), and the 17-item Utretch Work Engagement Scale (Schaufeli & Bakker, 2003).

Participants were then asked to complete the 40-item Micro-CSR Behavior scale developed for this study and to start their official work day by responding to a number of emails regarding volunteering and donating, which served as their indication of micro-CSR performance. Lastly, participants were asked to complete the 24-item Managerial Moral Decision Making Scale (Loviscky, Trevino, & Jacobs, 2007), the 13-item Moral Identity Scale (Aquino & Reed, 2003), the 29-item Locus of Control Scale (Rotter, 1966), the 62-item NEO-FFI Personality Scale (Costa & McCrae, 1989), and the 33-item Social Desirability Scale (Crowne & Marlowe, 1960) which was followed by a brief debriefing statement as the conclusion of the study.

Manipulations

There were five manipulations, which coincided with the five ethical climate types – caring, rules, law and code, independent, and instrumental. Participants were randomly assigned to one of the five manipulations online. Participants were asked to play the role of a new employee on their first day of work, in which they were asked to review their new hire package which included a brochure, job description, and a short story. The new hire package materials served as the manipulation for the five ethical climate types. An example rules climate manipulation from the short story stated, "You realize how much special emphasis is placed on employees following the overall rules of the company and the specific policies within their department." An example caring climate manipulation from the job description stated, "We strive to follow our interests in cherishing the welfare of others as we continue to grow and add bright, talented, and intellectual talent to our company." An example independence climate manipulation from the brochure stated, "Our founder established the importance of using personal morals and beliefs to maintain healthy lifestyles for future generations." Additionally, manipulation check items were given to participants as multiple-choice questions that stated

"Which statement best describes the culture at Jones Dairy Industries?", "What is the name of the company that you work for?", and "What is your role at Jones Dairy Industries?" If participants were unable to correctly answer the manipulation check items, then their recorded responses were removed from the analyses as deemed fit by the researchers.

In the development of the new hire package materials, three subject matter experts on ethical climates were consulted to ensure the brochure, job description, and short story contained relevancy, clarity, and saliency based on Victor and Cullen's (1987) conceptualization of ethical climates. After edits and adjustments were made based on feedback received, the SME review deemed the new hire materials appropriate and salient enough for the ethical climate manipulations in this study. Additionally, a pilot study of the ethical climate manipulations was conducted with a small sample of undergraduate students (N = 10). Results showed that 80% of participants' responses correctly matched each of the five ethical climate manipulations as either rules, law and code, caring, independence, or instrumental.

Dependent Variables

The dependent variable in this study was performance in micro-CSR. Participants were asked to complete the Micro-CSR Behavior Scale developed for this study that inquired about behaviors regarding volunteering, donating, recycling, and championing. This scale included 40 items, with 10 items designated to each subset of behaviors, and the responses were measured on a one *(Never)* to five *(Always)* Likert scale. An example item from this scale stated "How likely are you to recycle paper materials while at Jones Dairy Industries?" The internal reliability for this measure was found to be $\alpha = 0.97$.

Additionally, participants were asked to respond to a total of 11 emails, with 3 emails specifically asking if they would like to individually donate, volunteer, or champion company

sponsored volunteer events. Participants' responses were measured using a one *(Very Interested)* to five *(Not Interested at All)* Likert scale. An example item from the emails specifying about micro-CSR performance stated "We are currently looking for a representative from the marketing department to promote our recycling program and motivate others to join the recycling initiative." The remaining eight emails inquired about work-related issues, like customer refunds, equipment needs, missing shipment materials, job applications, recommendation letters, and networking. An example item from the emails regarding work-related issues stated, "I noticed that you're connected to Lisa Field in the finance department and was hoping that you could introduce us if you feel comfortable doing so."

Mediators

The mediators in this study included employee engagement and attitudes toward CSR. Participants were asked to complete the 17-item Utretch Work Engagement Scale (UWES; Schaufeli & Bakker, 2003) that inquired about the participant's absorption, vigor, and dedication in their work. An example item from this scale stated, "At my work, I always persevere, even when things do not go well." Participant responses were measured using a one *(Never)* to five *(Always)* Likert scale. The internal reliability for this measure was found to be $\alpha = 0.93$. Additionally, participants were asked to complete the 15-item Employee Engagement Scale (Shuck, Adelson, Reio Jr., 2017) that inquired about the participant's cognitive, behavioral, and emotional engagement at work. An example item from this scale stated, "When working, I think a lot about how I can give my best." Participant responses were measured using a one *(Strongly Disagree)* to five *(Strongly Agree)* Likert scale. The internal reliability for this measure was found to be $\alpha = 0.95$.

Participants were also asked to complete the 25-item Cross National Model of CSR Scale to inquire about their attitudes toward CSR (Quazi & O'Brien, 2000). An example items from this scale stated, "Business can avoid further regulation by adopting social responsibility program." Participants' responses were measured using a one *(Strongly Disagree)* to five *(Strongly Agree)* Likert scale. The internal reliability for this measure was found to be $\alpha = 0.77$.

Covariates

Cognitive moral development. Kohlberg's stages of cognitive moral development outlined how a person responds to moral dilemmas based on their obedience, self-interest, conformity, authority, social contracts, and universal ethical principles (Loviscky, Trevino, & Jacobs, 2007). Previous research has found that a person perceives ethical problems according to their own level of cognitive moral development. For example, Ambrose, Arnaud, and Schminke (2008) found cognitive moral development to have a direct effect on perceptions of ethical climate ($r = -0.30$, $p < .001$). Thus, cognitive moral development was controlled for in the study by using the 24-item Managerial Moral Judgment scale developed by Loviscky, Trevino, and Jacobs (2007). An item from this survey stated, "Every time an employee escapes punishment for a policy violation, doesn't that just encourage more violations?" The items on this scale were assessed using a one *(Not at all Important)* to five *(Extremely Important)* Likert scale to evaluate the importance of each statement to the participant. The internal reliability of this measure was found to be $\alpha = 0.95$.

Moral Identity. Researchers have described moral identity as an individual having the characteristics of moral traits, goals, and behaviors within their core identity, and studies show that moral identity had a direct influence on micro-CSR performance. Specifically, Aquino and Reed (2003) found moral identity was positively related to volunteerism, which is an important

aspect of micro-CSR performance ($r = 0.33$, $p < .001$). Hence, moral identity was controlled for in this study by using the Moral Identity Scale developed by Aquino and Reed (2003) to evaluate how participants identify with 13 moral statements. An item from this survey stated, "It would make me feel good to be a person who has these characteristics." The items on this scale were assessed using a one *(Strongly Disagree)* to five *(Strongly Agree)* Likert scale. The internal reliability of this measure was found to be $\alpha = 0.78$.

Locus of control. Locus of control was originally defined as how individuals characterize the outcome of events as individual control or environmental control (Rotter, 1954). Domino, Wingreen, and Blanton (2015) found that perceptions of ethical climate were positively associated with internal locus of control ($r = 0.16$, $p < .001$). Peter (2007) found that more positive attitudes toward micro-CSR performance were positively associated with external locus of control ($r = 0.36$, $p < .001$). Therefore, locus of control was controlled for in this study by using the Locus of Control Scale developed by Rotter (1966), which gave the participant the option to choose one of two options for 29 items, so an item from this survey stated, "Children get into trouble because their patents punish them too much" and "The trouble with most children nowadays is that their parents are too easy with them." Participants were deemed as having an external or internal locus of control depending on which statements were selected, specifically by totaling the number of internal locus of control statements selected and comparing that total to the total number of external locus of control statements selected. The internal reliability of this measure was found to be $\alpha = 0.47$.

Personality. Personality has been defined as the combination of characteristics that form's an individual's distinctive character, and majority of research uses conscientiousness, openness, extraversion, agreeableness, and neuroticism as influential factors of personality

(Costa & McCrae, 1989). Prior studies have suggested that personality traits have a positive influence on perception and attitudes toward micro-CSR performance. Specifically, Lombart and Louis (2014) found that those higher in conscientiousness ($t = 4.80$, $p < .001$) and agreeableness ($t = 5.43$, $p < .001$) had more positive attitudes toward micro-CSR performance and were more likely to support micro-CSR performance. Thus, personality was controlled for in this study by using the 62-item NEO-FFI scale developed by Costa and McCrae (1989) to assess each of the five factors of personality – conscientiousness, agreeableness, openness to experience, neuroticism, and extraversion. An example item from this survey stated, "Once I find the right way to do something, I stick to it." The items on this scale were assessed using a one *(Strongly Disagree)* to five *(Strongly Agree)* Likert scale to evaluate how participants' identify with each statement. The internal reliability of this measure was found to be $\alpha = 0.72$ for agreeableness, $\alpha = 0.79$ for extraversion, $\alpha = 0.66$ for openness, $\alpha = 0.78$ for conscientiousness, and $\alpha = 0.75$ for neuroticism.

Social Desirability. Previous research has outlined social desirability as the tendency for participants to answer questions in a manner that will be viewed favorably by others, and this tendency has been found to have tremendous influence on receiving accurate and honest responses from participants (Gittelman et. al., 2015). Particularly, social desirability has been found to bias responses associated with pro-social behaviors that are closely related to micro-CSR performance, like donating (Pennings et al., 2014) and volunteering (Maes, 2012). Specifically, Karafantis, and Levy (2004) noted social desirability was positively related to volunteering ($r = 0.25$, $p < .01$), and Park and Shin (2017) noted social desirability was positively related to donating ($b = 1.28$, $p < .01$). Therefore, social desirability was controlled for in this study by using the 33-item Social Desirability Scale developed by Crowne & Marlowe

(1960). An example item from this scale stated “Before voting, I thoroughly investigate the qualifications of all the candidates.” The items on this scale were assessed using a one *(True)* to two *(False)* scale to evaluate how participants identify with each statement. The internal reliability of this measure was found to be $\alpha = 0.60$.

CHAPTER THREE: RESULTS

To analyze the four hypotheses, a Pearson product moment correlation was used to examine the relationships between the variables of interest, specifically regarding hypotheses three and four. Additionally, a path analysis was used to test the overall proposed model, which encompasses all four hypotheses. The path analysis was also used to examine the direct and indirect effects between the variables of interest. Ethical climate was modeled as a multicategorical variable, and indicator coding was used with the instrumental ethical climate as the comparison group to observe the effects of ethical climate on the variables of interest, resulting in a total of four indicator codes. The covariates were entered into the model using the backward deletion process, where all covariates were entered into the model and the non-significant covariates ($p > .05$) were removed. Furthermore, responses to manipulation check items were reviewed after the data were collected. A total of 12 participants were removed from the initial sample of 172 participants, as they were unable to answer 2 out of the 3 manipulation check items correctly. This led to a total of 150 participants as the final sample.

Table 1 presents the means, standard deviations, and Pearson product-moment correlations for all key study variables. The correlations suggest supporting evidence for the positive relationship between employee engagement and micro-CSR performance as well as the positive relationship between attitudes toward CSR and micro-CSR performance, as indicated in the proposed model. Correlations between employee engagement and micro-CSR performance were found to be significant, specifically between the UWES and the micro-CSR performance scale ($r = 0.45$, $p < 0.01$), the UWES and the micro-CSR performance task ($r = .74$, $p < 0.01$), the Employee Engagement Scale and the micro-CSR performance scale ($r = 0.36$, $p < 0.01$), and the Employee Engagement Scale and the micro-CSR performance task ($r = 0.69$, $p < 0.01$).

These findings are aligned with the expectations presented in hypothesis three. Additionally, correlations between CSR attitudes and micro-CSR performance were also found to be significant, specifically with CSR attitudes and the micro-CSR performance scale ($r = 0.17$, $p < 0.01$) and with CSR attitudes and the micro-CSR performance task ($r = 0.48$, $p < 0.01$). These findings are aligned with the expectations presented in hypothesis four (See Table 1 for descriptive statistics and correlations).

For ease of interpretation, Figures 1-6 illustrate the path analysis model with the non-significant covariates removed, however the path analysis was used to analyze one cohesive model with all variables included. Note that the final models are the full models and not a reduced model recomputed with non-significant relationships discarded (See Figures 1-6 for significant path coefficients). The variables accounted for a substantial amount of variance in micro-CSR performance, as indicated by the micro-CSR scale, $F(16,133) = 3.38$, $p < .001$, $R^2 = .29$, and as indicated by the micro-CSR task, $F(16,133) = 26.24$, $p < .001$, $R^2 = .76$. Attitudes towards CSR was found to have a significant impact on micro-CSR performance, as indicated by the micro-CSR task ($\beta = .38$, $t = 7.46$, $p < .001$). Similarly, employee engagement was found to have a significant impact on micro-CSR performance, as indicated by the micro-CSR task ($\beta = .20$, $t = 4.83$, $p < .001$). Furthermore, work engagement was found to have a significant impact on micro-CSR performance, as indicated by the micro-CSR task ($\beta = .27$, $t = 7.18$, $p < .001$) and the micro-CSR scale ($\beta = .33$, $t = 2.85$, $p < .05$).

A marginally significant difference was identified in attitudes towards CSR for the comparison of instrumental and caring ethical climates, ($\beta = .18$, $t = 1.93$, $p = .06$), such that those in the caring ethical climate had more positive attitudes toward CSR ($M = 3.54$, $SE = .07$) than those in the instrumental ethical climate ($M = 3.36$, $SE = .07$). Additionally, a marginally

significant difference was identified for the comparison of instrumental and caring ethical climates for work engagement, (β = .30, t = 1.85, p = .07), such that those in the caring ethical climate had higher levels of work engagement (M = 3.82, SE = .11) than those in the instrumental ethical climate (M = 3.52, SE = .11). Additionally, the four indicator codes for ethical climate did not have a significant direct or indirect effect on micro-CSR performance, as indicated by the scale. However, the path containing the comparison of caring with instrumental and the mediator of attitudes towards CSR was found to be marginally significant, (β = .07, SE = .04, 95% CI [.002, .151]), yet none of the remaining paths for micro-CSR as indicated by the task were found to be significant. Thus, the findings failed to support the four hypotheses.

CHAPTER FOUR: DISCUSSION

The purpose of this study was to discover important variables that may play a role in micro-CSR performance, by focusing on ethical climate, engagement, and attitudes toward CSR, and the present effort established helpful insights regarding micro-CSR behaviors. Specifically, micro-CSR performance appears to be strongly influenced by work engagement, as work engagement was found to be positively related to and to significantly influence both assessment methods of micro-CSR performance. Similarly, micro-CSR performance also appears to be strongly influenced by employee engagement, yet employee engagement was only found to significantly impact one indicator of micro-CSR performance, the micro-CSR task. However, employee engagement was still found to be positively related to both assessment methods of micro-CSR performance. This strong and positive effect between engagement and micro-CSR performance was not surprising, as many recent studies have found strong relationships between engagement and micro-CSR performance (Chaudhary & Akhouri, 2018; Penn and Thomas, 2017). Specifically, Supanti, Butcher, and Fredline (2015) argued that the positive feelings experienced through increased work engagement tend to result in increased identification with micro-CSR initiatives, as indicated by the micro-CSR scale, and behavioral involvement with the organization's micro-CSR initiatives, as outlined by the micro-CSR task. Additionally, Penn and Thomas (2017) noted that employees with higher levels of employee engagement express more actions to build their organization's relationship with the community, as outlined by the micro-CSR task. However, Penn & Thomas (2017) also noted that higher levels of employee engagement demonstrate increased levels of identification with the organization's micro-CSR initiatives and intentions, as indicated by the micro-CSR scale, but the results did not find employee engagement to significantly impact the micro-CSR scale. Nonetheless, this study

found a strong relationship between engagement and micro-CSR performance, particularly as indicated by the micro-CSR task, which is of more importance as it more heavily related to the actual behaviors of micro-CSR.

Similarly, micro-CSR performance also appears to be influenced by attitudes toward CSR, since attitudes toward CSR was found to be positively related to both micro-CSR performance assessment methods. This strong and positive effect was not surprising, as many recent studies have found strong relationships between attitudes toward CSR and micro-CSR performance (Gupta, 2015; Valentin, Valentin, and Nafukho (2015). Previous research has continuously noted that attitudes in general may predict behaviors, and this research has been extended to the construct of CSR and micro-CSR as well (Burchell and Cook, 2006; Dahm, Samonte, & Shows, 2009). Specifically, Tang, Hull and Rothenberg (2012) argued that employees' positive perceptions of CSR led to increased engagement in micro-CSR performance, because more positive attitudes tend to increase positive expectations and motivation, which leads to the desire to be involved in micro-CSR initiatives, as indicated by the micro-CSR scale, as well as increased behavioral intentions to engage in micro-CSR initiatives, as indicated by the micro-CSR task.

The results found one ethical climate comparison, instrumental and caring, to show a marginally significant difference in positive attitudes towards CSR and in work engagement, and one path was found to be significant, with the comparison of instrumental and caring climates and attitudes towards CSR with the micro-CSR task. However, the remaining ethical climate comparisons failed to show significant differences in attitudes toward CSR and work engagement, and none of the ethical climate comparisons showed significant differences with employee engagement and micro-CSR performance. Thus, the overall lack of differences found

when comparing the ethical climate types were nonetheless surprisingly contrary to previous research. Specifically, previous research has demonstrated that ethical climate types of rules, law and code, independence, and caring were found to have more positive attitudes towards CSR, while instrumental was found to have less positive attitudes towards CSR (Chang, Kim, & Ying, 2014; Choi, Ullah, & Kwak, 2015). Although the results showed caring to have marginally significantly more positive attitudes towards CSR than the instrumental climate, the remaining ethical climate types were found to have non-significant differences in attitudes towards CSR in comparison to instrumental. Additionally, research has found that the ethical climate types of caring, law and code, and independence have higher levels of work engagement and employee engagement, while instrumental had lower levels (Harms, 2016; Mitonga-Monga & Cilliers, 2015). However, this study only found the comparison of caring and instrumental to show significant differences in work engagement and not employee engagement, and the remaining comparisons showed no significant differences for work engagement and employee engagement.

Currently, many research studies on ethical climate utilize a field study approach rather than an experimental approach by assessing employees' perceptions of an ethical climate, rather than manipulating the ethical climate type or observing the ethical climate type directly to explore its effects on employee engagement, attitudes towards CSR, and micro-CSR performance. Field studies that assess ethical climate may inadvertently be measuring ethical climate along with its interrelated concepts, as research has noted ethical climate is tied to several other constructs like leadership (Ku, 2017), organizational culture, organizational policies (Newman, Round, Bhattacharya, & Roy, 2017), and ethical behaviors (Aquino, 1998). Although ethical climate is important to observe in the field context, it is vital to use other study methods outside of observing perceptions, like an experimental approach, to better understand its

true effect. However, it is also plausible that the study method used does not provide ample opportunity for the effect of ethical climate on these mediators and outcomes to fully manifest. Indeed, perhaps stronger results regarding the observed marginally significant differences between instrumental and caring ethical climates in the present effort would be obtained in a study with increased fidelity. The methods used to assess ethical climate in previous research as well as the limitations involved in this study could present reasons for the difference in findings for this study.

In addition to providing evidence bearing on the hypotheses of interest, results of this study also suggest considerations for how individual differences may play a role in the relationship between perceptions and behaviors. Even though the direct relationship between ethical climate and employee engagement was found to be non-significant, extraversion and neuroticism were found to be two important personality characteristics that influence how perceptions can lead to employee and work engagement. This finding was somewhat similar to previous research, as a recent meta-analysis found extraversion to be the strongest personality characteristic related to employee engagement while neuroticism was found to be significantly negatively related (Young, Glerum, Wang, & Joseph, 2018). The positive relationship found for neuroticism in this study can potentially be attributed to temperament, as those who are high in extraversion and high in neuroticism tend to have a choleric temperament style characterized as passionate, optimistic, ambitious, and energetic, which can easily be perceived as having high levels of engagement (Paulik, 2000). Furthermore, moral identity was also found to have a strong positive influence on work and employee engagement. This finding was not surprising, as recent research has shown moral identity is a strong predictor of employee engagement (He, Chao, & Zhu, 2019). However, these individual characteristics were only found to influence employee

engagement and not attitudes toward CSR, and this lack of relationship was found to be contrary to previous research evidence. Specifically, Lombart and Louis (2014) found personality to have a heavy influence on attitudes toward CSR, and Aquino and Reed (2003) found moral identity to have a strong positive relationship with attitudes toward CSR as well as aspects of micro-CSR performance, like volunteerism. One potential reason for these contradictory findings may be due to the psychometric properties of the scale used to assess attitudes towards CSR, as the inter-item reliability was found to be the relatively low compared to other scales used in this study. Furthermore, since there is a lack of instrumentation regarding attitudes towards CSR at both the micro and macro levels, the authors failed to obtain construct and criterial validity evidence of their scale. Therefore, this relationship could potentially exist and demonstrate its true effect with proper assessment of individuals' attitudes towards CSR. However, the findings, nonetheless, demonstrate that some individuals are more prone to being engaged, leading to increased micro-CSR performance behaviors.

Implications for Practice

The results from this study can provide important practical implications for organizations and leaders in regard to fostering micro-CSR performance in employees. As attitudes towards CSR were found to have a strong influence, it is recommended to frame CSR and micro-CSR initiatives in a positive manner and provide readily available information and communication to employees about these initiatives, as to promote positive attitudes and perceptions of these initiatives leading to potentially higher levels of micro-CSR performance. Additionally, it is recommended to outline which initiatives are a more appropriate fit for your organization, mission, and culture, as CSR and micro-CSR initiatives that are more closely aligned with the organization show more positive perceptions by employees, thus leading to higher levels of

micro-CSR performance (El-Kassar, Messarra, & El-Khalil, 2017). Furthermore, employee engagement was found to have a strong influence, so it is recommended to enhance individual's engagement in their work and with their organization. This can be done through a number of methods, such as hosting organization-wide social events, recognition programs, or professional development opportunities, as to enhance employees' dedication and engagement in their job and for their organization (Graza, 2019).

Limitations

Although this study shows important findings for theory and practice, it is important to note the limitations involved in this study. First, the participants in the sample were recruited from a pool of undergraduate students. Based on the sample, results may lack generalizability to the true population of interest, as the working class encompasses a wider range of ages and ethnicities and a more representative amount of females and males than the participants used in this sample. Additionally, the participants received course compensation for the completion of the study, which could have impacted the accuracy of their responses due to their motivation to receive course credit for completing the study. Furthermore, the sample size was relatively small, in considering that each ethical climate type, or cell count, had approximately 30 participants, and this could have also impacted the accuracy of the results as well as the statistical power needed to observe the true effects of ethical climate. However, as college students are entering the workforce, these results could potentially be generalizable to entry level job contexts or for younger workers due to the relatively young age of the sample. Second, this study was conducted online, which may have impacted physical fidelity and realism. Since most climates are created in a physical environment through the establishment of rules, processes, and norms, an online study fails to capture all of the elements involved in fostering a specific climate for a work

context. This study used short stories, job descriptions, and brochures to foster an ethical climate, but it is difficult to assert whether an ethical climate was truly created due to the participants' subjective interpretation of the manipulations and due to a lack of physical fidelity involved in the manipulations. Similarly, this study was also restricted in fostering high fidelity, as the study was not designed to observe longitudinal effects. In the work environment, climate is developed over time, and this can pose a limitation on the study by not accounting for perceptions of an ethical climate to be developed over time, as one would see in the work environment. Thus, this study being online showed a comparative lack of saliency and physical fidelity in displaying an ethical climate for participants. However, the effect of ethical climate and micro-CSR performance could potentially be significant or show a larger magnitude in an actual work environment where ethical climates present higher levels of realism and is thus more salient to individuals. Furthermore, participants were given the role of a fictitious job for this study, and this could have influenced not only how participants perceived the realism and fidelity of the ethical climates but also the accuracy of their responses on the employee engagement and attitudes toward CSR scales. Since participants were asked to respond to the measures for the mediators and dependent variable within their fictitious role, this could have impacted the results as they were asked to respond to items without physically being active or engaged in the role. Thus, participants' responses may actually reflect their feelings or desires rather than their true performance in micro-CSR within the fictitious role. However, given this limitation, these results still provide an estimate of how ethical climate along with the other key variables involved may impact micro-CSR performance. Third, the Locus of Control Scale (Rotter, 1966) was found to have a relatively low internal reliability compared to the other measures used in this study, as many researchers agree that an internal reliability greater than the value of 0.60 is acceptable.

This is surprisingly contrary to previous validation efforts, as this scale is the most popular method to assess locus of control due to its favorable psychometric properties (Huizing, 2015). Since the internal reliability of the Locus of Control scale was lower than the value deemed acceptable, this demonstrated that the items on this scale were not as highly related for this particular sample, and this could have impacted why locus of control did not appear as a significant covariate in the proposed model.

Future Research

Although the research on micro-CSR performance remains in its infancy, this study demonstrates how key influences can foster micro-CSR performance specifically, employee engagement, and attitudes toward CSR, personality, and moral identity. However, future research should strive to replicate this study, especially with a larger and more representative sample to obtain more statistical power, as the findings pertaining to ethical climate were surprisingly dissimilar to prior research evidence. Also, a larger male representation in the sample could also allow for the observation of potential gender differences in the perceptions of an ethical climate and its respective impact on micro-CSR performance. Future research should also observe the manipulation of ethical climate types as well as assessing individual's perceptions of ethical climate types to better understand whether ethical climate may prove to be a significant predictor of micro-CSR performance, either directly or indirectly. Even though Victor and Cullen have a well-established theory for ethical climate, other conceptualizations of ethical climate should also be explored as predictors for micro-CSR performance, in addition to the exploration of other climate types, particularly focused on creativity or productivity. Furthermore, future research should explore the development of a more cohesive method to study ethical climate, so the true effect of ethical climate can be observed on micro-CSR performance. In understanding the true

effect of ethical climate, future research could also explore which type of ethical climate may be more important to develop in an organization, as this study noted that the caring ethical climate type may be particularly important for developing attitudes towards CSR. Thus, future research should continue exploring ethical climate with a more cohesive method to outline which type may be more important for micro-CSR performance, employee engagement, or even overall organizational effectiveness. Additionally, research should continue to explore the mechanisms that allow for employee engagement, attitudes toward CSR, and personality factors to impact an individual's decision or predisposition to engage in micro-CSR performance. Specifically, future research should inquire about these variables within the context of participants' actual jobs, as a way to gain more insight about actual behaviors rather than potentially gaining information about intentions, desires, or feelings captured within the context of a fictitious job. Furthermore, similar factors that are also present in the workplace, like organizational commitment, job performance, and job satisfaction should be explored as to whether a relationship with micro-CSR performance holds beyond the variables of interest in this study. Lastly, future research should develop a more holistic conceptual model of micro-CSR performance, as this construct has not been clearly defined in regards to its dimensionality and operational definitions. With a more holistic conceptual model of micro-CSR performance, future research could explore how this construct could potentially be used as a selection tool to distinguish between high performing job candidates, especially in an organization that values macro level and micro level CSR initiatives. As the micro-CSR performance literature continues to grow from its current infancy stage, it is important to continue future research directions in this area, as the call for a better understanding of micro-CSR performance has been noted by several researchers and practitioners, as micro-CSR performance offers a promising method to better understand

voluntary behaviors at work and how to enhance organizations while also enhancing employee's experiences.

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APPENDIX A: TABLES AND FIGURES

Table 1

Means, Standard Deviations, and Correlations among Key Study Variables

Variables	*M*	*SD*	1	2	3	4	5	6
1. Openness	2.99	.62	-					
2. Conscientiousness	3.30	.58	-.46**	-				
3. Extraversion	3.29	.58	.20	-.09	-			
4. Agreeableness	3.52	.52	-.25**	.24**	.14	-		
5. Neuroticism	3.75	.53	-.39**	.27**	.00	.49**		
6. Social Desirability	20.37	3.80	.05	.18*	.01	-.09	-	-
7. Locus of Control	8.12	2.31	.28**	-.19*	.11	-.12	.00	-.06
8. Moral Identity	3.40	.54	-.01	.25**	-.03	.15	-.25**	.28**
9. Cog. Moral Dev.	193.12	13.60	.07	-.17*	.21*	-.07	.24**	-.10
10. Emp. Eng. Scale	4.30	.64	-.15	.25**	.06	.21**	-.09	.15
11. Utretch Work Eng.	3.63	.66	-.14	.20*	.14	.13	.33**	.13
12. CSR Attitudes	3.40	.98	-.10	-.01	.07	-.08	.20*	.09
13. Micro-CSR Scale	3.77	.74	-.04	.19*	.01	.03	.07	.19*
14. Micro-CSR Task	3.71	.42	-.13	.23**	.08	.08	.10	.21**

Table 1

Means, Standard Deviations, and Correlations among Key Study Variables

Variables	7	8	9	10	11	12	13	14
1. Openness								
2. Conscientiousness								
3. Extraversion								
4. Agreeableness								
5. Neuroticism								
6. Social Desirability								
7. Locus of Control	-							
8. Moral Identity	-.14	-						
9. Cog. Moral Dev.	.09	-.35**	-					
10. Emp. Eng. Scale	-.05	.34**	.21*	-				
11. Utretch Work Eng.	-.08	.38**	.22**	.66*	-			
12. CSR Attitudes	-.06	.01	.02	.17*	.16	-		
13. Micro-CSR Scale	-.04	.35**	-.17*	.36**	.45**	.17**	-	
14. Micro-CSR Task	-.07	.39**	.20**	.69**	.74**	.48**	.84**	-

Note: $*p < .05$ $**p < .01$

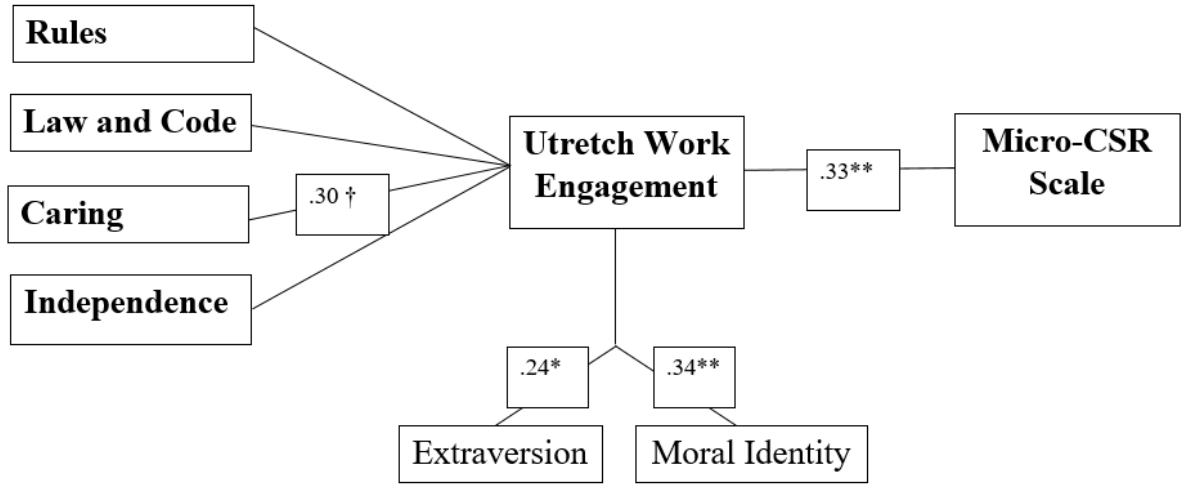

Figure 1. Significant path coefficients for all variables with work engagement as mediator and micro-CSR scale as dependent variable

Note: Indicator coding was used for the ethical climate types with the instrumental climate as the comparison group. ***p < .001 **p < .01 *p < .05 †p < .10

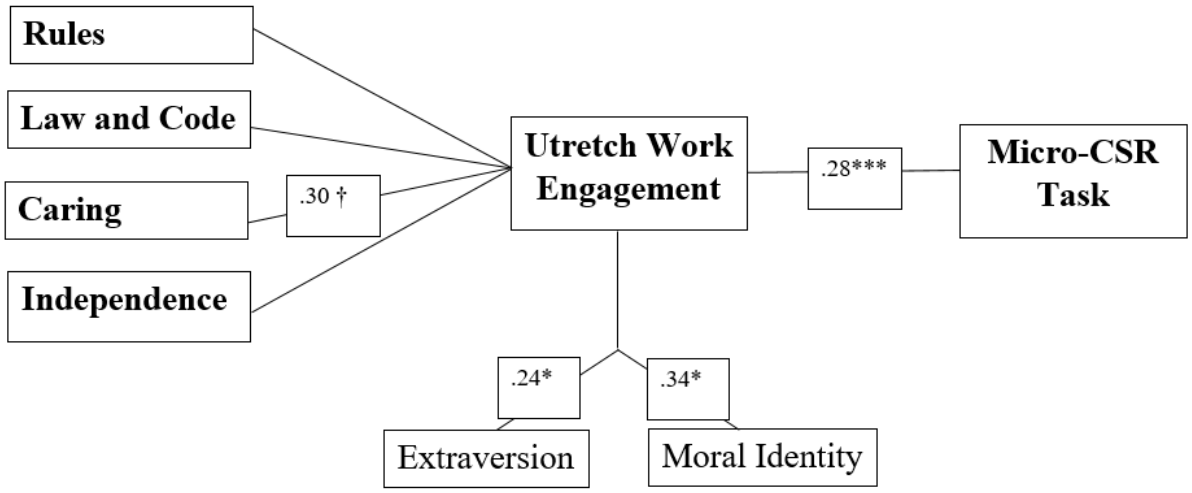

Figure 2. Significant path coefficients for all variables with work engagement scale as mediator and micro-CSR task as dependent variable

Note: Indicator coding was used for the ethical climate types with the instrumental climate as the comparison group. ***p < .001 **p < .01 *p < .05 †p < .10

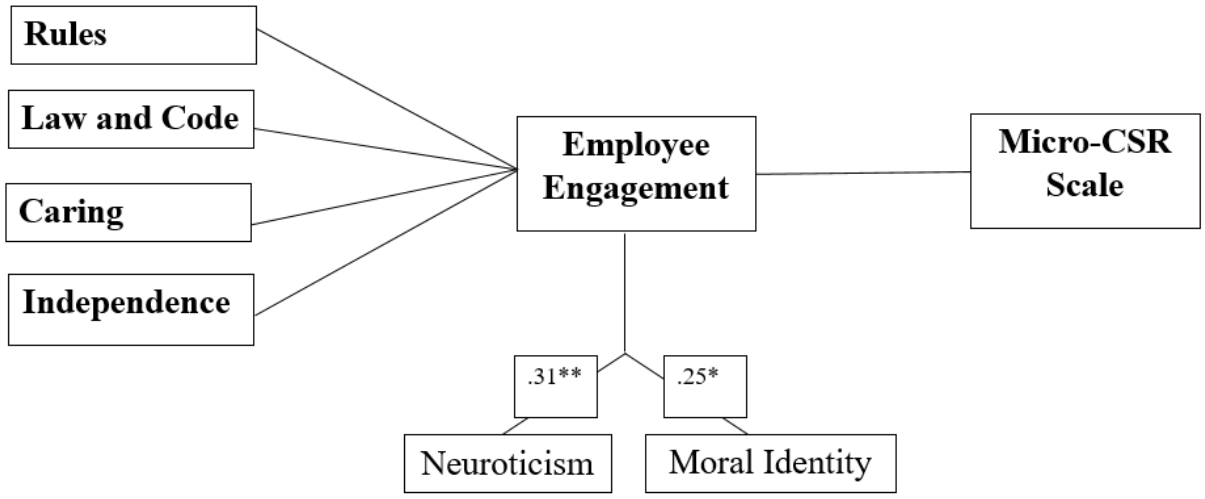

Figure 3. Significant path coefficients for all variables with employee engagement scale as mediator and micro-CSR scale as dependent variable

Note: Indicator coding was used for the ethical climate types with the instrumental climate as the comparison group. ***p < .001 **p < .01 *p < .05 †p < .10

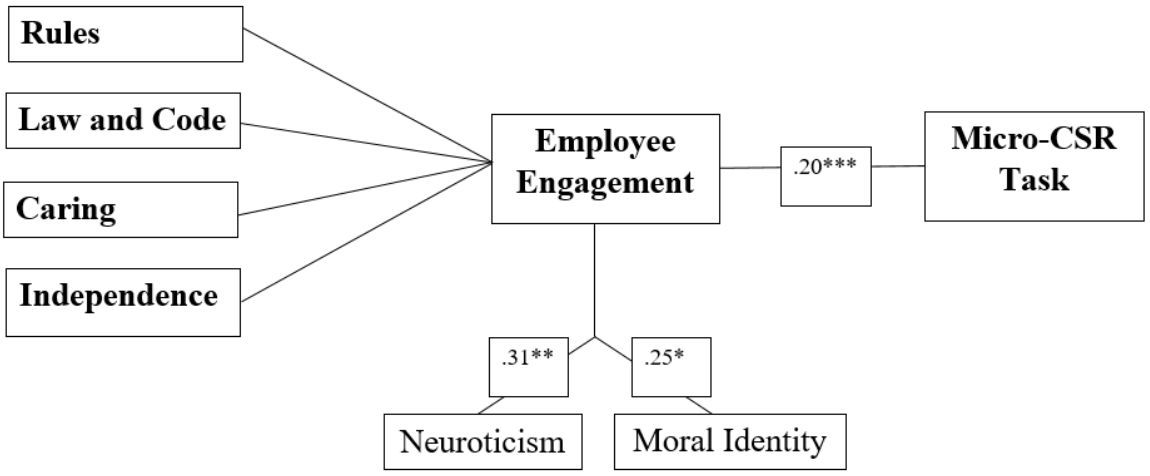

Figure 4. Significant path coefficients for all variables with employee engagement scale as mediator and micro-CSR task as dependent variable

Note: Indicator coding was used for the ethical climate types with the instrumental climate as the comparison group. ***p < .001 **p < .01 *p < .05 †p < .10

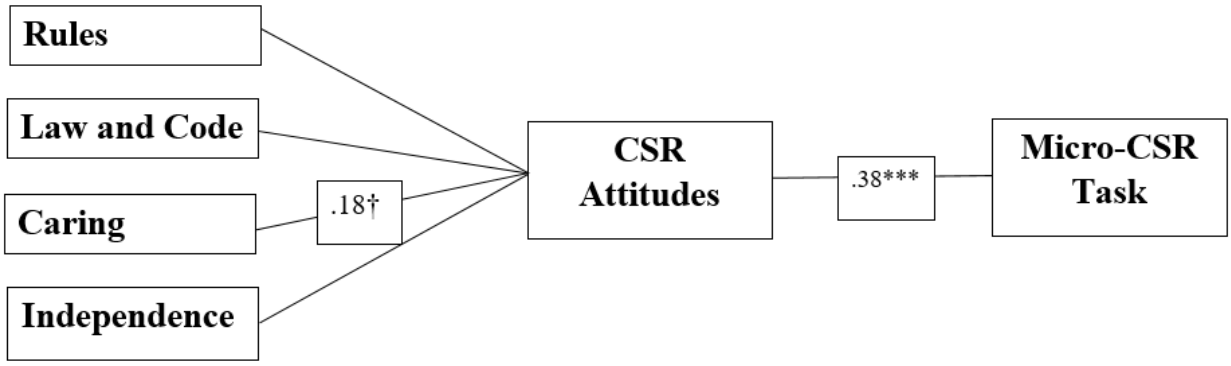

Figure 5. Significant path coefficients for all variables with CSR attitudes as mediator and micro-CSR task as dependent variable.

Note: Indicator coding was used for the ethical climate types with the instrumental climate as the comparison group. ***p < .001 **p < .01 *p < .05 †p < .10

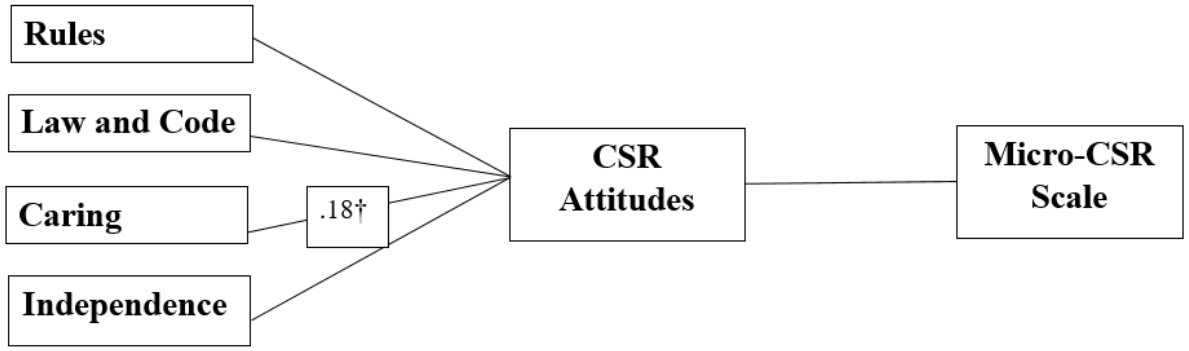

Figure 6. Significant path coefficients for all variables with CSR attitudes as mediator and micro-CSR scale as dependent variable

Note: Indicator coding was used for the ethical climate types with the instrumental climate as the comparison group. ***p < .001 **p < .01 *p < .05 †p < .10