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How Corporate Social Responsibility and Leadership Style Motivate Employees to Go Above and Beyond

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Dominique Bergere

NOTICE TO BORROWERS

How Corporate Social Responsibility and Leadership Style Motivate Employees

to Go Above and Beyond.

By

Dominique Bergere

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Doctor of Business Administration

In the Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY

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This dissertation was prepared under the direction of the DOMINIQUE M. BERGERE Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

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LIST OF ABBREVIATIONS

List of Operationalized Terms Abbreviations

ABV   Above and Beyond Variables

CSR   Corporate Social Responsibility

OCB   Organizational Citizenship Behavior

MTL   Motivation to Lead

MTL-AI   Motivation to Lead – Affective Identity

MTL-NC   Motivation to Lead – Non-Calculative

MTL-SN   Motivation to Lead – Socio-Normative

SAP   Similarity Attraction Paradigm

SET   Social Exchange Theory

SL   Servant Leadership

TL   Transformational Leadership

ABSTRACT

How Corporate Social Responsibility and Leadership Style Motivate Employees

to Go 'Above and Beyond'

by

Dominique Bergere

May 2024

Committee Chair: Dr. Todd Maurer

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Corporate Social Responsibility (CSR) is becoming a crucial and pressing topic to be addressed by leaders with the emergence of Grand Challenges like climate change, pandemics, growing inequalities, and geopolitical risks. Simultaneously in this business environment, leadership within organizations takes on increasing importance to influencing employees' effort and engagement in their work and on behalf of their employers. Hence, my research question was: Does an individual's perception of their employer's CSR and supervisor's leadership style influence their motivations to "go above and beyond" the call of duty within American organizations?

Based on the social exchange theory, I hypothesized perceived employer CSR would be positively related to being motivated to "go above" one's present responsibilities take on leadership responsibility in the organization (Motivation to Lead, or MTL) and to "go beyond" one's formal job responsibilities by engaging in Organizational Citizenship Behavior (OCB). I also posited that the leadership style displayed by their supervisor plays a fundamental moderation role of these effects: Servant leadership displayed by supervisors should strengthen the positive effect of CSR on OCB. Transformational leadership by supervisors should

strengthen the positive relationship between CSR and MTL. I conducted an online survey through SurveyMonkey in America, collecting 277 usable responses. I relied on well-established instruments to measure CSR, MTL, Transformational leadership style, Servant Leadership, and OCB. Results contribute to research literature by identifying MTL as a positive outcome of employer perceived CSR and highlighting the positive amplifying role of leadership behavior by supervisors. This study has potential to help leaders and scholars better understand the impact, usefulness, and opportunity offered by a positively perceived CSR orientation as a robust human resource management tool to engage talent in leadership and service roles within organizations. The study should also help leaders and scholars understand the concurrent impact of different leadership styles on the employees' perception and reaction to CSR policies, thus highlighting the benefit of well-trained supervisors.

Keywords: corporate social responsibility (CSR); leadership styles; transformational leadership; servant leadership; motivation to lead (MTL); organizational citizenship behavior (OCB).

I   CHAPTER 1: INTRODUCTION

I.1   Research Problem

Grand Challenges on a global scale are creating inevitable changes for companies. For instance, the last global climate summits -COP26, COP27, and COP28- in Scotland, Egypt, and UAE have produced a positive dynamic for the future of humanity on earth. Still, it will impose radical environmental and regulatory changes in the conduct of businesses for the coming decade. Other Grand Challenges like widening inequality, a global pandemic, and geopolitical instability with the risk of war add pressure on CEOs and leaders in general. As previously suggested by Freeman (2011, 2017), businesses face a fundamental shift in accountability to society. Scherer and Palazzo (2011) also insist on companies' expected new ethical and political roles in a globalized world. A second issue today is the 'Great Attrition.'

Accomplishing business objectives in this context is increasingly complex. Engaging resources efficiently and effectively, including human resources, in this environment is important. Retaining talent and motivating them to go "above and beyond" the call of duty is becoming more crucial than ever. One way to accomplish organizational goals is to ensure that current generations of employees are willing to engage as leaders or pursue functions above their currently assigned roles. The pandemic led many leading Baby-boomers to pre-retirement, creating opportunities for younger talented employees in a recovering economy. However, millennials aspire to a better work-life balance (C. Zhang et al., 2020), and many are rethinking whether climbing the corporate ladder is worth it (Liu, 2021). A second way to accomplish organization goals is to motivate employees to help other colleagues and the organization in a manner that goes beyond what is contractually expected of the employees, adopting organizational citizenship behaviors.

Those combined issues -global challenges, 'Great Attrition' in a new generation of employees' context- require businesses to adopt CSR practices and ethically train their current supervisors to attract and prepare the leaders and servants of tomorrow with an appreciation for CSR. In general terms, CSR is a management concept where companies also integrate social and environmental concerns in their decisions, not solely focusing on growing profits. Showing their willingness to work for the betterment of the world, CSR-oriented businesses may improve their reputation, and consequently motivate their employees to go the extra mile. Overall, there is significant literature on CSR, leadership styles like transformational leadership (TL) and servant leadership (SL), motivation to lead (MTL), and organizational citizenship behaviors (OCB), but limited literature on their intersection.

Literature on CSR and its employees' outcomes was the first pillar of my research. In their stakeholder representation, CSR studies historically focused on external stakeholders (Gond et al., 2017), and there has been a lack of research concerning employees' CSR, also called internal CSR. Recently, however, an increasing number of studies have demonstrated that perceived general CSR translates into employees' positive attitudes and behaviors. It was worth studying MTL as a potentially positive outcome.

In addition, the leadership style of their direct supervisor may influence the relationships between CSR and employees' MTL and OCB. This potential interaction was the second pillar of my study. Over the last three decades, two leadership styles have received growing attention from scholars for their practical qualities and efficiency. First, the transformational leader is adaptable, shares their vision, and can efficiently drive changes, with goal setting at the individual and entity level. They are boosting individual and team performance. Second, value-committed servant leaders are motivated to serve first, as stipulated by Greenleaf in the 1970s.

They are appreciated for their availability and care to all stakeholders with a person-centric approach, including the community and society. Naturally, they also consider protecting our planet. Those two styles -or even a combination of both- might be needed now more than ever. I argued that both styles employed by managers could enhance the positive effects of CSR on millennial followers' MTL and OCB. However, there is a lack of studies on the confluence of the three concepts of CSR, leadership styles, and employees' motivations to go the extra mile. Research needs a view of what motivates employees to serve and take leadership positions in companies and how CSR and supervisors' leadership style influence their willingness to serve and lead.

In this context, my research question was: "Does an individual's perception of their employer's CSR and supervisor's leadership style influence their motivations to serve and lead within American organizations?" Addressing this research question advances nascent research at the intersection of CSR, leadership style at the supervisory level, and employees' motivations and behaviors with implications for individuals and organizations. In the present study, I tested how increased CSR positively predicts OCB and MTL within the organization. I also proposed that a supervisor's leadership style, either transformational or servant, may positively moderate those effects. Next, I reviewed the literature, explained my research model with its hypotheses and methodology, and expanded on expected results, theoretical contributions, and implications for leaders.

I.2   Research Structure and Expected Contributions

I structured the design of this research study on Mathiassen's (2017) six elements: problem setting (P), areas of concern (A), framing or theory (F), methods (M), research question

(RQ), and contribution (C). Appendix A presents each of those six elements. Appendix B briefly defines the constructs used throughout this study.

I.3   Proposal Structure

This dissertation consists of five chapters. The second chapter reviews the literature related to CSR and its employee-related outcomes, including OCB and MTL. It also addresses the two servant and transformational leadership styles. This review aims to identify gaps in the research, especially at the intersection of the concepts studied.

I also reviewed the theories used to justify my research model and hypotheses, as well as existing documented data and relationships that helped to establish the empirical basis for the development of this study. The first two hypotheses aimed to test the direct effects of CSR on the above and beyond employees' attitudes (H1 on CSR to OCB, H2 on CSR to MTL). Whereas H2 is new, H1 has already been addressed many times and was expected to be supported in this study. The second group of hypotheses (H3 and H4) addressed the moderating effects of leadership styles on the focal 'CSR to above and beyond outcome' relationships.

Chapter 3 describes my research methodology: data collection with selection mode of participants, sample size, and survey timeline. Then I explained the adopted measurement scales used in this study for independent and dependent variables and described some critical control variables.

Chapter 4 presents my data screening and analysis processes with the statistical software package used to obtain my results, whereas Chapter 5 discusses the implications of the findings for theoretical contributions and practice.

II CHAPTER 2: LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Before developing the constructs of the study, I briefly cover my theoretical framing. In the second section of this review, I address CSR, one of my primary topics, as I expect to demonstrate a new positive impact of perceived CSR on employees' willingness to commit and engage in their roles at work. I follow up with the "above and beyond" serving behaviors of employees (OCB) and motivations to lead (MTL). The fourth section of my literature review addresses two selected leadership styles, as I believe those styles, combined with CSR, might influence followers' OCB and MTL.

II.1 Theoretical Framing

I chose social exchange theory (SET) to explain my four hypotheses. I also used the similarity attraction paradigm (SAP) to clarify my choices in moderating leadership styles contingent on followers' profiles. At this stage, I give a general description of SET and SAP. Later, I will provide more details for each application in the context of this study.

II.1.1 Social Exchange Theory (SET)

Blau (1964) developed the social exchange theory. As explained in Cropanzano & Mitchell's paper (2005), SET is based on social and economic benefits reciprocity. It implies that individuals are ready -or even feel obligated- to give back and make extra efforts when they consider that the organization or the person offers significant value to them or to the causes or individuals they care about. How does SET work in simple terms? In work, for instance, employees may perceive that their company is fair and offers value to all stakeholders, not only treating employees with respect and consideration, but also taking actions to limit their negative impact on the environment and sponsoring voluntary activities to benefit the community. Those employees then feel organizational support which is crucial in SET. They realize they can count

on their company to do the right thing. Consequently, the level of trust in their company is enhanced, and employees are ready to reciprocate and engage in voluntary actions to the company's benefit. Likewise, an inspiring supervisor dedicating time and attention to supporting and empowering their subordinates earns the followers' trust and enjoys positive reciprocation effects.

SET has been abundantly used to explain the link between CSR and employees' attitudes and behaviors (Zhao et al. 2022 meta-analysis). SET has also been used in a few rare studies addressing the moderating effects of leadership styles on the abovementioned type of relationship.

In my research, I believe that SET theory can explain all four relationships studied: the two focal links between CSR and OCB/MTL and the two interaction effects of transformational leadership (TL) and servant leadership (SL) on those focal links. I develop the four situations later.

II.1.2 *Similarity Attraction Paradigm (SAP)*

Byrne (1961) developed the Similarity Attraction Paradigm (SAP) in the 1960-70s. The author observed that followers who perceive a leader to be similar to themselves report more robust identification and grant their leader a more favorable evaluation. Byrne's idea is that people are more attracted to others who manifest personality traits and behaviors common to their own. "Birds of a feather flock together" is thus applied to the supervisor-follower relationship.

This model is interesting for my study. SL supervisors and high OCB followers share personality traits and behaviors. Likewise, TL leaders and MTL followers have significant behavioral and quality characteristics. Those observations are more detailed in the moderation

section, where I justify my choice of two relevant moderating hypotheses from a potential of four.

II.2   Corporate Social Responsibility (CSR)

First, I start by recalling how the concept of CSR emerged. I also explain why I prefer to apply the stakeholder lens -among the two dominant models of CSR operationalization- and the unidimensionality of CSR for this study. I conclude with the employee-related outcomes and moderators of CSR.

II.2.1 CSR evolution and definition

Some History

The idea of modern CSR germinated in the 1950s and 1960s in the USA (H. Wang et al., 2016). Latapí Agudelo et al. (2019) understand the evolution of CSR over time as follows:

CSR 'at will' began in the 1980s. A great deal of legislation was passed in the 1970s, embodied by the creation of the EPA and OSHA. During the 1980s, the Reagan administration reduced the pressure on corporations. However, interest groups such as employees and consumers still expected corporations to fulfill their 'past' obligations, which most businesses decided to do on a discretionary basis. This decade is considered the real beginning of CSR.

Today, Wickert (2021) reminds leaders: "In the 21st Century, in light of the vast challenges we face, this does not mean asking how CSR can benefit business, but rather how business can benefit society through CSR" (p. E15). Today, more entrepreneurs agree, and B Corps and other CSR-friendly initiatives continue to emerge and grow globally.

From now on, will there be an even broader political responsibility? The Ukrainian war sheds light on the societal responsibility of companies. Most Western-owned businesses seem to stand for defending democratic values and stop trading in Russia at a cost.

Interpretation of CSR

One universally accepted definition of CSR is an organizational attitude and behavior to do more than the legal requirements, selecting actions and policies considering stakeholders' expectations and the triple bottom line: economic, social, and environmental. Globally, there are still some slight variations in the interpretation and definition of CSR due to cultural differences.

From prior literature (Aguinis and Glavas, 2012), CSR generates an overall positive effect at the societal, organizational, and individual levels. As discussed later, at the employee level, CSR enhances positive outcomes and decreases adverse outcomes like turnover.

II.2.2 Distinction between CSR and ESG concepts

ESG -an acronym for Environment, Social, and Governance- is a flourishing concept highly followed in finance today. When thinking about the reputational risks and valuation of businesses -and maybe CSR- investors consider ESG scores as a complement to the financial reports of the targeted company. Independent rating agencies like MSCI and Sustainalytics play a significant role. Companies that want to attract new investors have no choice but to ensure they receive good ESG scores. With metrics including water and air pollution and product carbon footprint, raters probe the Environmental efforts of businesses. Rating entities consider labor standards for the employees and suppliers and study product liability impacting consumers to evaluate the Social dimension of ESG. The S scores also involve metrics to measure how companies react to community protests. The G scores count how companies are organized to ensure communication, transparency, and ethics, both in terms of financial reports and tax payment and avoidance. Those metrics are especially followed not only by investors but also regulators.

In some cases, ESG has been perceived as a proxy to CSR, but the two concepts are not interchangeable. In the future, ESG may become the norm to measure CSR at the organizational level regarding impact and performance, if they include ethics and discretionary work. New ESG metrics intend to survey and evaluate the business impact on all seven stakeholders –planet (E), employees, customers, suppliers, and communities (S), regulators, and investors (G). Today however, they do not help measure the CSR impact at the individual employee level.

II.2.3   The Stakeholder Perspective as my preferred CSR model

The stakeholder perspective approach and Carroll's pyramid model are the two prominent frameworks used by scholars to describe and operationalize CSR.

The pyramid model contains four levels of ethical intensity: basic economics, legal, ethics, and philanthropic. 1- Economic responsibility is a baseline requirement that must be met to survive in this competitive business world. 2- Entities must also respect regulations on products, employees, and the environment established by lawmakers. 3- Most societies consider, however, that businesses should be responsive to the "spirit" of the law, not just the letter of the law (Carroll, 2016). This is ethics 4- Finally, the top layer is philanthropic responsibilities, where businesses are free to give.

The stakeholder perspective, derived from the stakeholder theory, offers a different lens based on people directly or indirectly impacted. It considers the interests of the most proximal stakeholders—employees, customers, suppliers, and shareholders—and the second-rank ones: community or society, governments, and even the natural environment. The main idea is that organizations should focus on meeting a broader set of interests than just creating shareholder wealth (Miles, 2012). For leaders, satisfying multiple stakeholders with often conflicting

expectations is difficult. The temptation is to narrow the focus to one or two stakeholders, generally shareholders and customers, based on power and urgency attributes.

Nevertheless, companies have multiple reasons for practicing CSR through a broad stakeholder lens. First, customers want to purchase from companies that align with their values (Dewar et al., 2020). Second, shareholders -interested in financial performance- should be reassured by the Orlitzky (2003, 2011) and Margolis et al. (2009) studies: those meta-analyses show that CSR relates to better financial performance. Third, employees prefer to work for companies inspired by a triple-bottom-line approach (Freeman, 2017). As such, leaders should consider CSR practices as an opportunity to work 'for Good' and be part of the solution for the betterment of our world.

For two reasons, this stakeholder perspective is my choice -rather than Carroll's pyramid. First, Carroll's model has been criticized for its lack of consideration for the environmental cause: protecting natural resources and the planet is increasingly crucial with climate change. The stakeholder perspective addresses this topic. Second, it is the most convenient approach to elaborate and execute targeted action plans at the practitioner level.

II.2.4 *Dimensionality and Scales of the CSR Stakeholder's Approach*

Latif & Sajjad (2018) found 43 available CSR survey instruments in their systematic review. The number of dimensions stands from one to seven.

Many scholars have chosen General CSR using the stakeholder's approach in their studies. In Wang et al. (2020) meta-analysis on CSR based on 69 samples, 62% of the samples - from both Carroll and stakeholder approaches- applied a unique general score. The Journal of Business Ethics is a well-respected outlet in this space, and it published three examples of those studies from different geographic sources. 1- De Roeck & Delobbe (2012), in Europe, used the

Turker four factors and concluded that "The scale was unidimensional and reliable" (p. 7). 2- Hansen et al. (2011), in the USA, used the Albinger and Freeman scale with four types but found justification to aggregate those into one score. 3- Hur et al. (2018), in South Korea, first measured the employees' perceptions of CSR using four sub-dimensions -customers, shareholders/supervising boards, employees, and society- adapted from Perez and Rodriguez del Bosque (2013). Then, they introduced a higher-order CSR construct to measure employees' perceptions of CSR.

A minority of scholars use a multidimensional approach, such as an internal versus external framing (Angus-Leppan et al., 2010; Hameed et al., 2016; Hur et al., 2019; Khan et al., 2014, Farooq et al., 2017). Turker's (2009) factor analysis also identifies two groups, crucial to my study. The first comprises some external stakeholders like society, the natural environment, next generations, and non-governmental organizations. This discretionary sector is where leaders can fully express and show their willingness to go farther than laws require and is central to an overall perception of CSR by an organization. CSR to employees, also called Internal CSR, constitutes Turker's second important dimension, which is also of interest to me.

In this study, consistent with most prior studies, I examined General CSR -including the 'silent' stakeholders and the employees- given that the end goal was to test the generally positive impact of perceived overall CSR of the organization on employee behavior as influenced by leaders in the organization. This approach, which capitalizes on prior research, maintains theoretical and methodological consistency with prior research, was appropriate for the research question, and did not preclude more granular post hoc exploration.

II.2.5 Outcomes and Moderators of CSR

Over the last decade, many critical systematic reviews followed by meta-analyses have been published with their conclusions on CSR antecedents, outcomes, mediators, and moderators. I am interested in outcomes and moderators.

First, since 2012, a significant number of systematic studies (Aguinis & Glavas, 2012; Rupp & Mallory, 2015; Glavas, 2016; Gond et al., 2017; Akhouri & Chaudhary, 2019) have defined CSR and its employee-related consequences, as well as the primary mediators and moderators. In addition, many qualitative case studies on CSR are available, like the B Corp Ben and Jerry case by Bayle-Cordier et al. (2015). Scholars demonstrated positive results at various levels: society, organization, team, and individual. My interest is at the individual level.

A few years later, scholars like Y. Wang et al. (2020), Paruzel et al. (2021), and Zhao et al. (2022) complemented the previous works, publishing comprehensive meta-analyses on CSR. Paruzel et al.'s (2021) study included 143 studies, most published in influential journals, representing 89,396 respondents.

Some scholars studied CSR using Carroll's (1979) original definition and ethical scale. Still, many studies include the inspired-by or original Turker (2009) scale based on the stakeholder's model, with either the General CSR score or a split between Internal vs. External CSR. Those meta-analyses confirm that perceived CSR translates into employees' positive attitudes and behavior reinforcements.

Outcomes of CSR

Among the outcomes, the most quantitatively studied attitudes, through meta-analyses, are organizational identification and support, and work/employee engagement. OCB is the most studied behavioral outcome. All are positively related to CSR, as shown by Y. Wang et al.,

(2020) and Paruzel et al., (2021). No published study has yet addressed the CSR impact on the "above and beyond" variables of interest combining MTL and OCB. Hence, I wanted to study this potential CSR-to-MTL relationship while checking the presupposed link between CSR and OCB.

Moderators of CSR

From the systematic reviews, moderators include supervisor leadership style, according to Aguinis and Glavas (2012). I also found a few empirical studies published in 2017 and 2018. Later, in the leadership style section, I address this moderating effect in more detail, as it is a primary topic of my study.

The following section addresses the two expected CSR employee-related consequences: OCB and MTL. The overarching idea is that CSR drives employees' motives to go above and beyond their requirements.

II.3   Employees' manifestation of going Above and Beyond: OCB / MTL

This section describes the concept of motivated employees 'going above and beyond.' Those individuals are essential for organizations. According to the SET theory, once they feel the distributive justice and support of the company as a result of a positive CSR perception, their trust increases, and they reciprocate for the team's good. Below, I specify what I mean by 'going above and beyond.' Then, I justify my choice for OCB and MTL, both essential and readily operationalized. I summarize the literature for each concept relative to the present study. I conclude with my hypotheses, referring to empirical data and SET used to explain the expected relationships between CSR and its employee-related consequences.

II.3.1 Introduction to Employees' motivations to go above and beyond.

'Above and beyond the call of duty' is a common expression that captures an essential notion in any setting where people have certain explicit expectations for their contributions. Still, they may choose to pursue goals or activities that go further than required. High employee engagement and commitment are central to this idea. OCB and MTL are two exciting ways employees can manifest their willingness to 'go above and beyond.' Some individuals will give extra time and effort to serve their colleagues and their organization. Others will choose to take on a leadership role, although leadership can be complex.

II.3.2 Organizational Citizenship Behavior (OCB)

Definition

OCB is a person's voluntary commitment within an organization that is not part of their contractual tasks, meaning outside of their formal job description. In their paper "How servant leadership influences OCB," Newman et al. (2017) recall Organ's 1988 definition of OCB: "a discretionary behavior that is not recognized by the formal reward system and promotes the effective functioning of the organization" (p. 49).

For example, in my study, OCB employees help their colleagues with heavy workloads, assist their supervisor even when not asked, and their attendance at work is above average. They also participate in voluntary projects for sustainability or community assistance in the company's name, sometimes on weekends in their free time. Working/volunteering above what is contractually required, those discretionary behaviors require dedicating more time to the business -to the detriment of home and family life- than most colleagues do. Therefore, I believe OCB workers powerfully illustrate the expression 'going above and beyond the call of duty.'

Some personality traits and behaviors of OCB, of interest to my choices of moderators

OCB employees are generally less extraverted than high MTL profiles and tend to be humble and agreeable. Concerned for others, they demonstrate solid altruistic values and a willingness to serve, as servant leaders do. I refer to this later, mentioning the SAP similarity model and their commonalities with servant leaders.

Dimensionality

Most scholars consider the Overall OCB with one score. Hoch et al.'s (2018) meta-analysis -which includes 125 samples (k) corresponding to 31,674 respondents (N) between leadership and OCB- is a great illustration: 72 samples, meaning about 60% of the studies considered the Overall OCB. In more granular studies, OCB is sometimes divided into two dimensions, considering their beneficiaries: the organization and the individuals/colleagues.

I focused on the Overall OCB in my study, but I ensured that my survey covered both dimensions for potential future aggregate studies.

Some OCB Antecedents of interest

First, CSR has long been recognized as an antecedent and a positive influencer of OCB. In recent years, numerous meta-analyses, mentioned hereafter, have been conducted and confirm the above statement: they found an average positive correlation of .40 between CSR and OCB (Paruzel et al., 2021; Y. Wang et al., 2020; Zhao et al., 2022) confirming the prior conclusions of Akhouri et al.'s (2019) systematic review. See table below.

Table 1 CSR to OCB Correlations – Meta-Analyses Comparisons
(Paruzel 2021, Wang Y 2020, Zhao 2022)

Authors	K (Number of studies)	N (Total sample size)	Rc (mean corrected correlation)
Wang Y 2020 – table 6	5	3,644	.405
Paruzel 2021 – table 2	31	10,157	.41
Zhao 2022 – table 1	12	5,551	.39

Second, the three constructs of organizational justice, support, and trust in the company have been extensively proven to be prerequisites of OCB (Bolino & Turnley, 2003). Those are the fundamentals of the SET theory. Unsurprisingly, SET is one of the favorite scholars' theories to explain the positive effect of CSR on OCB.

Arguments for the relationship between CSR and OCB

The empirical meta-analyses abovementioned -correlation of 0.4- is my first reason. I mention two more arguments. Similarities in values between CSR and OCB are the first motive. Second, I use the SET theory to justify the positive link.

CSR and OCB share values like caring for all others and giving above expectations: to all stakeholders for CSR at the corporate level and other colleagues for OCB. Both also share a concern for the environment. Hence, when OCB individuals perceive CSR, they feel in unison with their company and are ready to "give their all" for a good cause.

The SET theory brings an explanation of how and why CSR influences OCB. Millennials and Gen Z especially have new aspirations concerning the work-life balance and have broader environmental and societal expectations from businesses. A company developing CSR programs and objectives will be attractive to those young generations with OCB profiles. They offer new missions interpreted as opportunities to work for the betterment of the world by OCB individuals. If they receive and enjoy a positive corporate image, OCB profiles will consider their organization fair and supportive to all, including themselves. Trustful, high OCB employees will then feel morally obliged to reciprocate, according to SET. Their way of giving back will be to serve their colleagues and actively participate in discretionary company activities.

II.3.3 *Hypothesis H1 – CSR positively relates to OCB.*

Thus, from those previous arguments, I confidently posited that:

Hypothesis H1. Positively perceived CSR increases an individual's OCB.

Rather than serving colleagues, some employees prefer to take on leadership roles to demonstrate their commitment and engagement to the company. For many, this task is even more challenging than serving above expectations.

II.3.4 Motivation to Lead (MTL)

Definition

Before elaborating on MTL, I want to give my definition of leadership in this study. Leadership may be depicted as a behavior, a means to influence the environment. In this regard, an influential online community manager sharing ideas and suggesting directions may be considered a leader. Another more formal definition of leadership is based on hierarchical position, title, associated financial rewards, and benefits as parts of recognition. I tend to select the latter, as it better aligns with the MTL concept developed by Chan and Drasgow.

Within my study, a broad definition of MTL is to ultimately show more motivation to take on higher-leadership positions when a company demonstrates its willingness to develop a good CSR culture. For non-leaders, a first leadership experience is a significant challenge. It initially requires the candidate to work harder than the average employee before and after their nomination. It also means leading ex-colleagues who may be reluctant to consider them their new leader and often discover budget constraints. For many neophytes, this is a stressful moment with short nights and less free time. Once a leader, the person is responsible and accountable beyond being an individual contributor, must rigorously run budgets, solve interpersonal conflicts within their department, and defend the team's cause in front of the other departments' leaders and the C-suite. Hiring and mentoring their staff is also part of the leaders' complex missions. Today, many qualified Gen-Z and millennials refuse to become leaders or further

climb the management ladder. Being motivated to move into this kind of role within the company can signal a person's willingness to work in a way that goes above their prior commitment.

According to Chan and Drasgow (2001), there are three dimensions of motivation to lead (MTL). Affective-identity MTL (MTL-AI) dimension reflects a preference to lead, enjoy it, and perceive oneself as having leadership qualities. Social-normative MTL (MTL-SN) reflects a sense of obligation and duty to lead. Non-calculative MTL (MTL-NC) demonstrates a lack of self-interest, not counting leadership roles' costs.

Some personality traits and behaviors of MTL, of interest to my choices of moderators

As I address later the moderating role of supervisor leadership styles in my focal relationship, it is noteworthy to mention some personality traits and behaviors of MTL profiles common to transformational leadership.

Among the traits of MTL, leadership self-efficacy is the most robust and proximal antecedent of MTL (Chan & Drasgow, 2001). Personality traits like extraversion are strong among high MTL individuals. The table below summarizes nuances per profile: differences between MTL-AI and MTL-NC are significant. MTL-SN appears to be an 'intermediate' profile.

Table 2 Significant MTL antecedents/traits -extract from Badura (2020) meta-analysis

	MTL-AI	MTL-SN	MTL-NC
Horizontal Collectivism [1]	.14	.33	.35
Extraversion [2]	.57	.41	.20
Leadership Self-Efficacy [2]	.67	.48	.24

In Green = The most positive
[1] common to CSR   [2] common to Transformational Leadership (TL)

Moreover, concerning the outcomes of MTL individuals, Badura et al. (2020) show that TL is a significant product of the three profiles of MTL. MTL-AI shows the highest correlation and MTL-NC has the smallest -but still significant- effect size (correlation of .28).

In summary, high MTL profiles are extraverted, show good leadership self-efficacy, and can adopt transformational leadership behaviors. They share those characteristics with transformational leaders.

Dimensionality (and Operationalization)

There are debates in prior research on whether MTL is treated as multidimensional or as one overall construct. A few scholars (Papavero, 2009; Luria & Berson, 2013) combined the different types to create a single summary score of General MTL. In general, however, most researchers consider each profile separately.

Badura et al. (2020) found a hundred studies with analyses on distinct profiles for her meta-analysis on MTL. Also, Maurer et al. (2017) emphasized this choice: "We theorize about each MTL dimension rather than treat MTL as a unitary concept because Chan and Drasgow (2001) found that antecedents such as personality, national culture, past leadership experience, and leadership self-efficacy varied in their predictions of the three MTL dimensions such that they predicted some but not all the motivations to lead" (p. 4).

To conclude on MTL, I was interested in studying the three dimensions separately, knowing that each profile may lead to different outcomes.

Arguments for the relationship between CSR and MTL

No published study has considered CSR as an antecedent of MTL yet, but Bergere et al., (2021) have introduced the topic during a conference. I see three reasons to believe that perceived CSR could influence MTL.

First, collectivism correlates significantly with all three MTL profiles. Collectivism is also a characteristic of CSR, which cares for all stakeholders and the planet.

Second, recent meta-analyses cited in the previous CSR review (Y. Wang et al., 2020; Paruzel et al., 2021; Zhao et al., 2022) found that an increase in CSR elevates the level of employee/work engagement, which I consider a very proximal antecedent to MTL.

Third, drawing on SET, when an employee feels that the company is fair and supportive to employees and distant stakeholders, then the employee gains trust in the organization. They feel an obligation to give back, and leading -or agreeing to lead- is one way to reciprocate for high MTL profiles. In general, receiving the support of the business, an individual feels more comfortable taking risks to lead in a psychologically safe environment. MTL-AI profiles want to be perceived as leaders. So, CSR is welcome as a field of new opportunities to apply for and run sustainability projects like ISO or B-corps certifications. CSR may provide a chance to climb the leadership ladder earlier and more durably. An individual may feel obligated to reciprocate by being loyal to the company, and this will influence MTL-AI. With respect to MTL-NC, employees respond favorably to the CSR collectivist approach and consideration for all. CSR brings opportunities to work for the betterment of the world, and employees will want to contribute to this noble cause, whatever the cost to lead, thus influencing MTL-NC. For MTL-SN, CSR is the right thing to do for businesses, the community, and the planet. Perceiving the company's effort in this direction, MTL-SN employees might more readily accept to lead at the request of colleagues or the C-suite. They will feel more obligation to agree to manage a team for the good CSR cause, especially in a supportive climate, and thus MTL-SN would be enhanced.

II.3.5 *Hypothesis H2 – CSR positively relates to MTL.*

From those previous arguments, I posited that:

Hypothesis H2. Positively perceived CSR increases an individual's MTL, including all three dimensions of MTL.

As a summary of my literature review at this stage, I discovered that CSR influences OCB (correlation of .4), and I expected MTL to be similar. During my research, I also found that ethical, servant, and transformational styles positively influence OCB (with correlations from .27 to .41). However, research has generally not examined whether leadership style could serve as a moderator of the effect of CSR on OCB or MTL. Could leaders play a role in whether CSR has a large or small impact on OCB and MTL? I explored leadership style in more detail, particularly the idea of style playing a role in the effect of CSR on outcomes such as OCB and MTL. I address this moderation topic in the following section.

II.4   Leadership Styles

This century needs socially responsible, sustainable business leaders at all levels of an organization. Leadership style is also crucial to the intentions and behaviors of young talents. For instance, 27% of the employees accepting to become managers have been influenced by their supervisor's role model attitude and leadership style. (Perna, 2020).

First, I will briefly explain how I chose two of the most cited leadership styles for my study: transformational and servant leadership. Second, I examine transactional and servant leadership styles to detect how they could impact the relationships between CSR and MTL/OCB. Drawing on SAP and literature, I select the leadership style which could have a stronger moderation role for each of my focal hypotheses. Finally, I display my arguments for my moderating hypotheses H3 and H4.

II.4.1 Selection of two Leadership Styles: servant and transformational

Over the last decade, many scandals occurred, like the Volkswagen emissions wrongdoing in 2015, followed by the Wells Fargo scandal a year later. Today's society expects more ethical behaviors from business leaders. Many scholars conducted studies on more

appropriate styles of management. Hoch et al. (2018) constructed a fascinating synthesis comparing previous efficient and new ethical leadership styles.

Hoch et al. (2018) conducted four meta-analyses on employee-related outcomes of four different styles of leadership: the transformational style, appreciated for decades for its efficiency, and the three emerging types: ethical, authentic, and servant. While ethical and authentic overlap significantly with transformational (correlations between .70 and .75), servant seems to differ more (correlation .52) and explain more incremental variance. The authors also observe that employees' trust in their leaders is very high for both styles (SL .71 and TL .65). Trust is crucial and pivotal in the SET mechanism I selected.

Thus, I chose to study the influence of the two following leadership styles: the leading transformational and the emerging servant, for three reasons. First, those styles have received the most attention from contemporary scholars over the last decade. Second, they seem to differ. Third, they appear to be the most appropriate styles to face the Grand Challenges of this decade: driving rapid changes and caring for all stakeholders and the planet.

II.4.2 Servant Leadership (SL)

Definition, Traits, and Behaviors

Servant leadership, originated by Greenleaf in the 70s, offers a unique perspective, as its primary aim is to serve. They are more conscientious and agreeable than they are extrovert. (DeRue et al., 2011). Followers appreciate servant leaders for their availability, compassion, and care for all stakeholders, including the community/society and potentially the environment, also called the planet. SL embraces a broader purpose, generating a positive impact on society.

Engaging in SL will likely improve individual, organizational, and societal outcomes (Northouse, 2021). Among the positive individual outcomes attributed to SL, OCB is recognized

as moderately correlated. I have found no research studying the correlation between SL and MTL.

Geographically, I found more SL studies from eastern cultures (Asia) than in individualistic Western ones, which does not necessarily mean that Asian leaders adopt a more servant style. It may even be the contrary in the scholars' minds, deciding to publish to convince Asian leaders of the need to adopt a more servant approach.

Dimensionality and Operationalization

I considered SL as unidimensional, as most scholars do.

Liden et al. (2008, 2015) describe SL through seven complementary characteristics, operationalizable into one dimension. The seven behaviors or characteristics are 1- emotional healing; 2- creating value for the community; 3- conceptual skills; 4- empowering; 5- helping subordinates grow and succeed; 6- putting subordinates first; 7- behaving ethically. Developing a short SL scale in 2015, Liden et al. state that SL is best represented by the aggregate model, as it is a construct that consists of the sum of its dimensions, capturing different aspects of leader behavior. This construct "can be formed as an algebraic function of its dimensions" (Liden et al., 2015, p. 255). In their meta-analysis of 49 samples on SL, Hoch et al. (2018) also considered the Overall SL construct with one score.

II.4.3 *Transformational Leadership (TL)*

Definition, Traits, and Behaviors

Transformational leadership is a process that changes and transforms people (Judge & Piccolo, 2004; Northouse, 2021) and organizations when needed. Transformational leaders are change agents and inspiring role models in a way that may lead followers to go above the call of duty. They create a clear vision and give meaning to organizational life. As a result, TL impacts

OCB, and scholars have regularly found a moderate positive correlation between the two concepts. I have found no research studying the correlation between TL and MTL.

Generally, TL leaders are conscientious and extravert, more than agreeable. (DeRue et al., 2011). This type of leadership is pertinent in this decade of Grand Challenges and necessary transformations (Waldman et al., 2006; Angus-Leppan et al., 2010).

Dimensionality and Operationalization

I considered TL as unidimensional and I measured Overall TL, aligning with most scholars.

In the 1990's, two American scholars -Avolio and Bass (2004)- developed and regularly updated a successful TL model and MLQ questionnaire based on four distinctive dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. In Australia, Carless et al. (2000) developed another successful model called Global Transformation Leadership (GTL) based on seven complementary themes: vision, staff development, supportive leadership, empowerment, innovative thinking, leading by example, and charisma. There are a lot of similarities between both models mentioned above. I prefer the GTL model, expressed in one-dimensionality and more straightforward operationalizing. I am also more confident submitting this short scale within businesses -including to blue-collars- in the future. Hoch et al. (2018) also consider the one-dimensionality of leadership styles in their meta-analysis published in the influential *Journal of Management* magazine, including 179 samples with TL. Most of those studies brought one score for TL.

II.4.4 *Moderating Hypotheses based on Similarity Attraction Paradigm*

SL supervisors and high OCB followers share personality traits of humility and agreeableness -more than extraversion- as well as compassion and care for others and the planet.

Also, their main behavioral objective is to serve. I believe those SL/OCB similarities may justify a more substantial SL interaction effect on the CSR-to-OCB relationship.

Likewise, TL leaders share more personality commonalities with high MTL profiles. Both are extroverted and self-confident, especially in their behavioral ability to lead. Thus, based on SAP, I expect a reinforcement of the influence of CSR on MTL in the presence of a strong transformational supervisor.

Thus, drawing on SAP, I specifically studied the moderating role of SL on the link between CSR and OCB and the moderating effect of TL on the CSR-to-MTL relationship. I did not mean that SL could not influence the CSR-to-MTL relationship, and similarly for TL on the link between CSR and OCB. But I first chose to focus on the two most promising interactions based on the SAP similarity model.

II.4.5 Servant Leadership: its moderating role in 'CSR to OCB'

Strong relationships between SL and OCB do not necessarily imply a significant moderating effect of SL on the CSR-to-OCB link. However, there are good reasons to expect this moderating effect.

As previously stated, based on SAP, the similar personality characteristics between OCB and SL are expected to reinforce the impact of SL on OCB followers. Furthermore, some literature indicates that SL encourages OCB followers to serve. Hunter et al. (2013), Newman et al. (2017), and Wu et al. (2021) observe that servant leaders inspire servant followers. Also, numerous recent meta-analyses -including Hoch et al. (2018)- found that SL and OCB are significantly and positively correlated (correlation of 0.4).

Arguments for the Moderating Role of SL on 'CSR to OCB'

First, drawing on SET, I posited that SL -bringing a lot of dynamism to the OCB followers- positively influences the link between CSR and OCB. As mentioned earlier during the elaboration of Hypothesis H1, CSR brings a sense of consideration for all that OCB individuals share. Once the organizational citizen feels the company's broad support, the employee trustfully decides to reciprocate by serving their colleagues. I believe that SL combined with CSR adds a significant addition to OCB. SL is one style that best corresponds to the daily embodiment of CSR values. SL cares daily for followers' needs. They also consider all stakeholders and the planet before making decisions. Servant supervisors are ready to sacrifice themselves and share strong collective values with OCB and CSR. Followers receive and feel this support from SL, in addition to the company support expressed by perceived CSR. This double support -of a similar nature- reinforces the organizational citizen's overall trust in their company and supervisor. The combined effect of CSR and SL -which embodies the corporate CSR values- on OCB followers is mutually reinforcing. Employees are ready to give back, imitate SL in serving their colleagues and the company, and participate in voluntary activities via OCB. Conversely, in the case of low SL, employees perceive a lack of consistency between average or high CSR and weak supervisor SL. CSR may lose its positive influence on OCB. The employee's intention to serve might considerably diminish, as suggested by the cue consistency model foreseeing a negative bias in conflicting signals situations. (De Roeck, 2018)

Second, in one recent study, Afsar et al. (2018) demonstrated the moderating role of servant leadership over the link between CSR and employee-related outcomes. Implemented in South Asia, the scholars found a positive effect of CSR on employees' pro-environmental behaviors, incorporating the moderating role of environmentally specific servant leadership. The

research model and constructs are somewhat close to those in my study but are more narrowly focused on our planet's protection.

II.4.6 Hypothesis H3 – SL moderates H1 (CSR to OCB)

Using the theoretical and empirical ideas and arguments mentioned above, I suggested the following hypothesis:

Hypothesis H3. Perceived servant leadership moderates the effect of 'CSR to OCB', such that the impact is stronger when servant leadership is higher.

II.4.7 Transformational Leadership: its moderating role in 'CSR to MTL'

From the SAP similarity model mentioned earlier, TL and MTL share several personality traits and behaviors. I suggested this reinforces TL supervisors' impact on MTL followers, who appreciate and quickly identify with their supervisors.

Additionally, some literature suggests that as a powerful role model, TL encourages followers to become transformational leaders. Lippstreu et al. (2022) offer that top management TL trickles down to supervisors and followers in non-managerial positions, encouraging them to adopt TL behaviors.

Also, all three MTL profiles show transformational behaviors, according to Badura's (2020) empirical study.

Arguments for the Moderating Role of TL on 'CSR to MTL'

First, drawing on SET, I propose that TL would positively influence the link between CSR and MTL. As mentioned early during the development of Hypothesis H2, CSR brings a sense of consideration for all, serving above expectations that collectivist MTL individuals share, especially MTL-NC and MTL-SN. CSR is also a new area of opportunity to lead around sustainability which will endure. In a psychologically safe environment, trustful MTL

individuals will then be ready to reciprocate by taking the risk of leading their colleagues on CSR projects with ambitious objectives. I believe that TL, combined with CSR, will also increase MTL levels as TL brings a clear vision of the mission and sets ambitious CSR goals for each follower, explaining how those goals fit into the general CSR mission. Supportive, TL empowers the followers and invites them to learn how to lead projects and become personally better. Error-tolerant, TL considers that risk-taking is part of the process of personal development. Also, TL inspires and pushes followers to transcend themselves and think as team members beyond self-interest. Finally, TL invites followers to think critically and be innovative, which is necessary to develop avant-garde products and services around CSR and sustainability. Hence, MTL individuals feel they have the confidence and support of TL on top of the company support derived from the CSR orientations. Feeling the double support -of a different nature-from the company and its TL leader, the MTL follower decides to reciprocate, taking on risks in the leadership realm, especially concerning sustainability projects. In summary, when the company has a CSR orientation, TL pushes employees to become more oriented toward those 'good cause' goals in a way that goes above the call of duty (beyond self-interest, etc.). I foresee some nuances for each MTL dimension:

MTL-AI is more individualist and willing to be perceived as a leader. From CSR and TL combined, they receive the opportunity to prove themselves as motivated and capable leaders in a new promising field of CSR and sustainability. MTL-NC receives from and shares with CSR the collectivist values of giving and caring for all. Aligned TL also communicates that the CSR and sustainability cause is more important than self-interest, which MTL-NC receives well, motivated to lead, whatever the cost. Thus, through empowerment on CSR projects, TL allows MTL-NC to lead and work on the betterment of the world. MTL-SN has both collectivist and

individualist motivations. Pro-CSR, MTL-SN understands that giving back through leading, for a better world, is the right thing to do for the world and the company. Although capable and rather self-confident, MTL-SN may need a slight boost from others before deciding to lead. TL, promoting risk-taking and error-tolerance, offers the necessary support and empowerment. Comforted, MTL-SN feels it is a duty to lead if asked as a reciprocation to TL and the company. Hence, comforted by TL, MTL-SN individuals may feel a double obligation to accept a leadership position on sustainability and CSR projects. Finally, drawing on the SET approach, I expected that, in the context of low TL, the positive effects of CSR on MTL might be neutralized or considerably diminished. MTL would not positively receive contradictory CSR and TL signals. Consistency may matter.

Second, I found one recent study showing the moderation role of TL: Goswami et al. (2018) observed that the supervisor's transformational leadership style positively moderates the relationship between CSR and OCB. This study -conducted in the USA- comprising CSR, OCB, and TL, is quite like mine, but without a focus on MTL.

II.4.8 Hypothesis H4 – TL moderates H2 (CSR to MTL)

Thus, considering the arguments above, I set the following hypothesis:

Hypothesis H4. Perceived transformational leadership moderates the effect of 'CSR to MTL,' such that the impact is stronger when transformational leadership is higher.

II.4.9 Conclusion on Leadership Style as Moderators

To conclude this leadership section, I hoped to discover that SL and TL styles combined with CSR enhance followers' motivation to go above and beyond. Studies are scarce until now, but interestingly, the few studies found showed positively significant interactions.

Also, consistency between perceived CSR and supervisor style seems crucial. For example, what happens if the organization enacts CSR policies, but the supervisor's attitude is not aligned, especially being a poor transformational and servant leader? The cue consistency framework suggests that such an inconsistent environment motivates a negative bias: all corporate CSR efforts may be ruined.

Finally, I trust that leadership is complementary rather than substitutable to CSR. In the substitution hypothesis, leadership style would become the primary driver, and CSR would lose its significant impact. In this study, I expected complementarity where both independent variables reinforce each other. The theory seemed to dictate from a motivational approach that style and CSR are mutually reinforcing. Style can affect OCB, and so can CSR, but combined leadership style should amplify the effect of CSR.

II.5   Conclusion: focus on what we do not know.

First, no scholar has yet published research on the positive role of perceived CSR on MTL. It could be my first contribution.

Second, the literature on combining CSR and leadership style on employee-related outcomes is incomplete. The employees' perception of this combination might be crucial in determining and explaining behaviors related to going the extra mile.

I only found four quantitative studies of interest (Afsar et al., 2018; Goswami et al., 2018; De Roeck & Farooq, 2018, Lin & Liu, 2017), which are moderately close to my research model proposed in the next section. The first two studies mentioned in the previous paragraphs consider SL (Afsar) and TL (Goswami). The third and fourth examine ethical leadership as a moderator on the positive link between CSR and employees' consequences: green behavior and socially responsible behavior in De Roeck & Farooq's study (2018) and work engagement in Lin and Liu

(2017). Three of those studies -Afsar, De Roeck, and Lin- have been implemented in South Asia and Taiwan, where cultures are more collectivist than in the USA. My study, conducted in the USA, with both SL and TL styles, should complement our limited knowledge of the effect of combined CSR and leadership styles on employees' willingness to engage with their American company.

II.6   My Research Model

Figure 1 represents my research model.
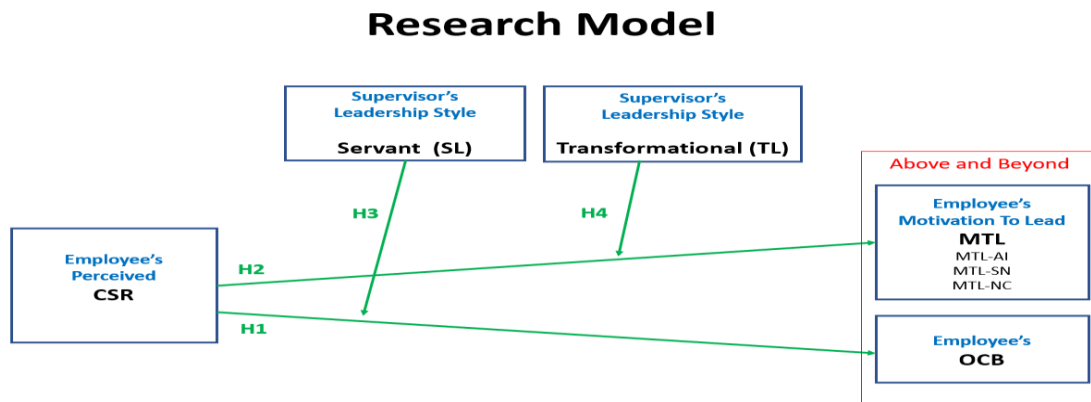
Figure 1 Research Model

III CHAPTER 3: METHODOLOGY

In this chapter, I present a research design overview: I created a survey, piloted it, and then collected data using an online recruiting and survey service. I used well-established scales to operationalize the constructs and considered a dozen control variables.

III.1   Data Collection: from Pilot Study to Participants' Profile

<u>Pilot Study</u>

I conducted a pilot study on 24 individuals to ensure that my survey was understandable and worked appropriately. The data collected allowed me to run and check reliability indicators of internal consistency. Cronbach's Alpha was strong (above .80) for five variables: Traditional Rewards (TR), CSR, SL and TL, and MTL-AI. MTL-NC and OCB were at the generally admitted threshold of .70. As for the eighth variable -MTL-SN- Cronbach's Alpha was below 0.70. As the reliability of this MTL-SN concept has traditionally been the lowest among the three MTL dimensions (Chan, 2001; Bobbio, 2006; Auvinen, 2020), I decided to keep all five Bobbio items -the complete scale- for the final survey.

<u>Tool: online SurveyMonkey Survey and Timeline</u>

Once finalized, I released my online survey to participants through SurveyMonkey in October 2022. SurveyMonkey is user-friendly and allows distribution across other platforms if needed.

The resulting online platform data was my primary data source, and I needed to ensure that the data quality was adequate. To secure the integrity of my online panel data (Aguinis et al., 2021; Cheung et al., 2017; Porter et al., 2019; Walter et al., 2019), I decided to employ four techniques to ensure that the research design addressed the potential challenges of online data. First, I did not retain surveys completed in excessively short response time. I also included two

'attention checks' and two 'consistency checks' in my survey in addition to demographic questions. These checks helped detect and remove inattentive responses from distracted participants and possible 'bot' responses. Additionally, I analyzed the use of longstring, generally the result of inattentive respondents.

Sample size

I collected 350+ completed surveys. My hope was to obtain about 300 usable cases. I inflated this target number by around 15% to combat the possibility of participant attrition due to incomplete surveys or failure to answer correctly.

Participants' profile

I sought a diverse sample from across the workforce to ensure a broad representation of participants varying in managerial experience, level of education, industry, company size, gender, and age.

SurveyMonkey is a solid alternative to the popular MTurk for its representativeness: Heen et al. (2020) comparative study between MTurk and SurveyMonkey found that the latter produced the most representative samples of the U.S. population's demographic profile based on gender, age range, race, and ethnicity. Having respondents better reflect the American population is relevant for my study.

I retained two qualifiers. 1- Individuals were required to have at least three months of work experience in their current company; 2- Respondents were expected to work with the same direct supervisor for at least three months to ensure that they could objectively assess their supervisor's style.

All qualified participants received approximately four dollars to complete the survey, which took eight minutes on average. The survey questions are provided in Appendix C.

III.2   Measurements of Variables

I selected only items derived from well-established scales for my measurement tools. I used a five-point Likert scale for the quantitative survey questions with ratings ranging from 1- "strongly disagree" to 5- "strongly agree" (Likert, 1932), except for the Servant Leadership Questionnaire, built on a seven-point Likert scale. Those Likert scales comply with Preston and Colman's (2000) recommendations on the optimal number of response categories in rating scales.

III.2.1 Independent Variables (including moderating variables)

The study included three independent variables, considering CSR as the predictor and the two SL and TL leadership styles as potential moderators.

Turker CSR Scale

Turker (2009) has developed and validated scale items to measure employee's perceived CSR. This scale, elaborated in Turkey, fits well in both the Western and Asian worlds and has been extensively used. Accordingly, I adopted 12 items from Turker to assess General CSR and potentially external and internal CSR for future studies.

The original external CSR comprises corporate actions toward nature/environment (four items), the community (three items), the government (two items), and its consumers (three items). I have decided to focus on the two distant components -nature and community- where leaders show their genuine commitment to going the extra mile in CSR. Hence, I excluded the government and product/consumers as they would not bring much in the USA, where compliances with regulations are strong. Seven items address external concerns: "My company participates in activities which aim to protect the quality of the natural environment" is one of the

four items on nature. An illustration of one of the three community items is "My company contributes to the campaigns and projects that promote the well-being of the society."

Internal CSR refers to employees' perception of fair treatment and well-being. Five items address internal/employee concerns (e.g., "My company implements flexible policies to provide a good work and life balance for its employees").

Liden SL-7 Servant Leadership Scale, as a moderator

Liden et al.'s 2008 original SLQ questionnaire included 28 items. Later, based on their initial work, Liden et al. (2015) introduced a 7-item global servant leadership measure (SL-7), which shows a satisfactory correlation with the original scale and sufficient reliability and validity. The authors specify that this shorter version is recommended in cases where scholars do not need to study each of the seven dimensions of the servant leadership style. The item "I would seek help from my leader if I had a personal problem" covers the emotional healing dimension.

Carless 2000 (GTL Global Transformational Leadership Scale), as a moderator

The Global Transformational Leadership scale (GTL), conceived in Australia in the late 1990s, has been used extensively since then. The aim of Carless et al. (2000) was to develop a shorter measure of transformational leadership than the renowned MLQ from Avolio and Bass and the LPI from Posner and Kouzes. This more concise and practical instrument of transformational leadership has historically been easily administered and scored as reliable and valid. It consists of seven items covering seven themes: vision, staff development, supportive leadership, empowerment, innovative thinking, leading by example, and charisma. As an illustration, the item for vision is "My supervisor communicates a clear and positive vision of the future."

III.2.2 Dependent Variables

<u>Bobbio MTL Scale</u>

Bobbio's (2006) scale contains 15 items and is a subset of the conventional 27-item scale by Chan and Drasgow (2001). All three dimensions of MTL comprise five items each. I slightly revised the wording of this scale -adding 'In my company'- to make sure we focus more on leadership motivation in the specific organization in which we will also examine CSR of that company (vs. more general MTL irrespective of that organization). Sample questions include "In my company, I usually want to be the leader in the groups that I work in" for affective-identity MTL-AI; "In my company, I feel that I have a duty to lead others if I am asked" for social-normative MTL-SN; and "In my company, I never expect to get more privileges if I agree to lead a group" for non-calculative MTL-NC.

As for the other dependent variable -OCB-, I decided to select the following scale:

<u>Henderson OCB Scale</u>

In 1991, Williams and Anderson developed an OCB scale with demonstrated success. Henderson et al. (2020) offers a shorter version containing six items, still reliable and notably excluding negatively worded items, which are sometimes problematic. The six selected items are a subset of the initial longer questionnaire. Three items cover the OCB toward the organization, and three describe the OCB oriented toward individuals. "My attendance at work is above the norm" and "I assist my supervisor with their work when not asked" are two typical OCB items.

III.2.3 Control Variables

I focused on the following eight control variables:

<u>Gender and Age of respondent</u>

Two conventional factors that I followed were the gender and age of employees. Some studies suggest that women are more CSR-oriented than men. For instance, Byron and Post (2016) found that the presence of women on boards of directors led those companies to be generally more socially and societally responsible in fact and reputation.

Scholars debate the incidence of age and generation with no clear conclusion. Wiernik et al.'s (2013) meta-analysis over 40 years surprisingly shows that age and sustainability are unrelated: younger people do not display more attitudinal or behavioral aptitudes/differences than other employees.

Hierarchical positioning of the employee's supervisor

Concerning the surveyed people, I wanted to know how close those employees were to the top of the hierarchy, understanding that their direct supervisor is one or two levels higher. I expected that the higher the position of the surveyed employee, the higher in the supervisor hierarchy, and the better the latter should convey the ideas of Top Management, reflecting the CSR culture. Conversely, if the employee and supervisor are far from the top, there are higher odds that the CSR culture and the direct supervisor's behavioral leadership style will diverge.

Employees in a leadership role

Through the same 'positioning' question, I also wanted to check if respondents are now considering themselves in a leadership role. Some may not be supervisors themselves but are project managers, for instance, a kind of indirect leadership role. A first managerial experience can make a difference, notably on MTL, as Chan and Drasgow (2001) mentioned. Positive prior experiences had a favorable impact on MTL -at least for the two dimensions of MTL-AI and MTL-SN.

<u>Company size and profile</u>

Company size is also interesting: leaders of small-and-midsize enterprises (SMEs) generally build the CSR strategy. Supervisors as middle management align easier with the defined strategy. In more prominent entities like multinational enterprises (MNEs), the proximal manager's conduct may not reflect the sustainability thoughts of the top management team.

I also collected the legal and economic forms of the company: not-for-profit (Universities, NGOs) or for-profit (privately or publicly held). The first group may host more servant leaders and high OCB profiles than the latter.

<u>CSR/Sustainability valuing</u>

Some employees value sustainability more than others. They also expect their companies to adopt socially and societally responsible behaviors. This predisposition may influence how respondents perceive CSR efforts and their impact on 'Going above and beyond.' Thus, I measured individuals' CSR/Sustainability valuing through one created item.

<u>Traditional financial rewards</u>

Finally, I wanted to control traditional financial rewards -salary, bonuses, and fringe benefits- when testing the influence of CSR perceptions on employee-related outcomes. I found no well-established measures of this construct and decided to use four items expressed in relation to going above and beyond. Two items apply to MTL and promotion (example: "My organization is providing fair wage increases in relation to accepting promotions."). The other two items relate to serving and OCB (illustration: "Special rewards are granted to employees who excel in serving their colleagues and the organization.")

My survey also included seven other commonly used items from which I did not expect much in this context.

Time spent within the company and with the same supervisor.

I required respondents to be employed in their company and report to their supervisor for at least three months as qualifiers. I also asked how long they have been in those two situations: same company and same direct boss.

Level of education, occupational job category, ethnicity, and revenues

The level of education and occupational job category was part of my questionnaire. It could be common sense to think that highly educated respondents are more sensitive to the CSR cause. Still, I expected most of the participants to be relatively highly educated, belonging to the white-collar employees and not the blue-collar.

Surveys traditionally include ethnicity and revenues. I checked them, although I did not expect any significant differences based on those two criteria.

Full-time or Part-time

I also asked respondents if they were full-time employed, considering a 30-hour-per-week threshold. I was primarily interested in full-time rather than part-time workers who may not even consider becoming motivated to lead in their current company.

IV CHAPTER 4: ANALYSIS AND RESULTS

Chapter 4 first explains the various steps for my primary analysis that preceded my hypotheses testing, for which I used a moderated regression analysis.

IV.1   Main Analysis

This section represents the analysis I used to assess my findings properly. I ran Excel, SPSS (Burns & Burns, 2018), PROCESS (Hayes, 2017), and AMOS (Collier, 2020) within the steps described below:

Data Screening

Analysis of the Demographics

Scales Validation, through two approaches

Computing Scale Scores

Scale Descriptives

Bivariate Correlations Analyses

Analysis of Multicollinearity Scales, with various approaches

Common Method Bias Analysis

IV.1.1.Data Screening

Among the 350 collected responses from SurveyMonkey, based on rigorous data quality criteria, I eliminated 73 responses (21%), a higher number than expected. However, 277 usable responses provide a very suitable sample size, and an application of rigorous criteria enhanced my confidence that remaining data are of high quality. Below is the detail of my four criteria and the number of cases eliminated by each:

Criteria 1 was the time spent by the respondents. Twenty of them spent less than four minutes, which was considered too short by me and the SurveyMonkey service team. Five took

more than 20 minutes which was thought too long. Thus, those 25 responses were deleted, based on Time criteria.

Two similar attention checks -placed as questions Q25: 'Before continuing, please select the number "one" from the list below' and Q45- were my second criteria: 20 respondents did not answer correctly and were eliminated.

Criteria 3 was longstring: when standard deviations were too low -base of .50 on 5-7 points-, the participants' responses were excluded. This happened in 15 cases.

Two consistency tests represented criteria 4. In test 1, items Q48 and Q49 were reversed. Test 2 implied items Q51 and Q52 as almost similar. The tolerance was +/- 2 points on a scale of 1 to 5. Based on those two tests, 13 responses were dropped.

In total, I excluded 73 respondents.

IV.1.2. Demographics Analysis

Most participants (88%) were full-time employees. The respondents' level of education was a bachelor's degree or below for 85% of them.

About two thirds were women (62%). A similar proportion were Caucasian (68%), working in small or midsized enterprises (SME) (64%), and in entities with for-profit legal status (67%). Also, 68% of the participants declared themselves CSR sensitive, agreeing or strongly agreeing that a company's goal should be more than just making a profit.

Non-managerial (52%) and managerial (48%) respondents were equally split.

The average age was 45 years old, and the average income was $50-75,000.

IV.1.3. Scales Validation

First, before validating the scales, I analyzed the univariate descriptive statistics for each item. I checked minimum and maximum values, outliers, mean and distribution normality issues, through histogram visual tests and Q-Q plots in SPSS. I detected no anomaly.

Then, at the construct level, considering that the selected scales were well-established (apart from my TR scale), I intended to keep the largest number of items during the validation process. I triangulated and used two approaches to see if I had to delete some items. The traditional Cronbach's Alpha measures were the basis of my first approach, through SPSS. For the second method, I ran CFA through Amos, analyzed Factor Loadings, and checked the various resulting Model Fits.

<u>Cronbach's Alpha</u>

Cronbach's alpha reliability threshold for research purposes is .70. Collier (2020) recommends not deleting any item if this construct threshold is reached. All my scales except one were above or very close to this standard threshold when run with the SPSS Scale module. The MTL-SN scale was the exception, confirming the results of my pilot test. Considering that Chan and Drasgow (2001) and Bobbio and Rattazzi (2006) also found weak Cronbach's Alphas for the MTL-SN dimension -respectively .65 and.60-, I decided to retain .60 as an acceptable threshold for my study.

<u>CFA - Factor Loading</u>

Using Amos v28, I ran a CFA, examined the factor loadings, and calculated the model fit for each scale and the entire model. It is generally admitted that a factor loading above .70 is good, above .60 is acceptable and above .50 is passable. Hence, I considered dropping items whose factor loadings were below .50. At the same time, Collier (2020) reminds us that a

minimum of three items is required not only to perform Cronbach's Alpha and CFA calculations but also to adequately define a construct. Then, I also checked if the model fits were correct.

The two approaches brought similar conclusions for six scales: keeping all items. However, Cronbach's Alpha suggested deleting one item on the two MTL-SN and MTL-NC scales. The CFA-Factor Loading approach concluded deleting two items for each of those two scales, including the ones deleted in the first approach. OCB could also be reduced by one item, following the second approach.

As I wished to keep a maximum number of items, I decided to retain Cronbach's Alpha approach conclusions, deleting only two items: one from the MTL-SN and one from the MTL-NC scale.

Table 3 Retained Scales Summary

Initial Scale (# items)	Cronbach's Alpha Approach	CFA - Factor Loading Approach	Retained Scale (# items)
TR (4)	4 items	4 items	TR (4)
CSR (12)	12 items	12 items	CSR (12)
SL (7)	7 items	7 items	SL (7)
TL (7)	7 items	7 items	TL (7)
OCB (6)	6 items	5 items	OCB (6)
MTL-AI (5)	5 items	5 items	MTL-AI (5)
MTL-SN (5) *	4 items (*) (Q54 out)	3 items (Q54, Q55R out)	MTL-SN (4)
MTL-NC (5)	4 items (Q60R out)	3 items (Q60R, Q56R out)	MTL-NC (4)

(*) Cronbach Alpha threshold = 0.6 instead of 0.7

The two deleted items are the following, in the company's context:

For MTL-SN:

Q54:   'It is not right to decline leadership roles.'

For MTL-NC:

Q60R: 'Leading others is more of a dirty job rather than an honorable one.'

Before validating those changes, I ran two types of measurement model fits. I selected seven of the usual metrics: X^2/df, GFI, NFI, CFI, TLI, SRMR, and RMSEA. The threshold of each metric is specified in the lower row of the Model Fit Tabs below.

First, I checked all my constructs individually: they all showed a correct model fit. I specifically verified if the MTL three-factor correlated model (MTL-AI5, SN4, NC4) showed an acceptable fit. I considered it to be the case, with all outcomes being very close to or aligned with the thresholds.

Table 4 Model Fit for the MTL Three-Factor Correlated

MTL Models	χ^2	Df	χ^2/df	GFI	NFI	CFI	TLI	SRMR	RMSEA [90%CI]	Cronbach (α)
MTL Bobbio AI5, SN4, NC4	188.93	62	3.05	.91	.88	.91	.89	.07	.09 [.07,.10]	AI.89; SN.61; NC.71
Threshold			**< 3**	**≥.90**	**≥.90**	**≥.90**	**≥.90**	**<.08**	**<.08**	**≥.70** (except SN.60)

Second, I tested the fit of the entire models with all variables included. Having four dependent variables meant testing four models. The OCB graph is presented in Appendix D1. The results below were not excellent but acceptable, close to the traditionally admitted thresholds. Five of the seven thresholds were good, while only two (GFI and NFI) were not. In general, I considered those models acceptable.

Table 5: Full Model Fits

Full Model Fit									
Scale	χ^2	df	χ^2/df	GFI	NFI	CFI	TLI	SRMR	RMSEA [90%CI]
MTL-AI5	592.12	335	1.77	.87	.88	.94	.93	.05	.05 [.05;.06]
MTL-SN4	581.02	309	1.88	.87	.86	.93	.92	.05	.06 [.05;.06]
MTL-NC4	655.68	309	2.12	.86	.84	.91	.90	0.7	.06 [.06;.07]
OCB6	635.31	362	1.76	.87	.83	.92	.91	.06	.05 [.05;.06]
Threshold			**< 3**	**≥.90**	**≥.90**	**≥.90**	**≥.90**	**<.08**	**<.08**

IV.1.4. Computing Scale Scores

Each variable's remaining items' scores have been collapsed into one factor/construct score. As I gave the same weight to each item, the final score is the average items' score.

IV.1.5. Scales Descriptives

Below are the Descriptive Statistics extracted from SPSS. All variables had a distribution that can be considered normal. First, I visually checked the histograms and the normal Q-Q plots. Then I analyzed the Skewness and Kurtosis values. In SPSS, normal skewness values fall between -1 and +1. Values between -2 to +2 are considered good Kurtosis. Note that both TL and OCB Kurtosis are slightly above +1, meaning that they have a sharper peak, but the values are within the acceptable range. Hence, I concluded that there was no normality issue at the univariate construct level.

Table 6 Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
TR4	277	1.00	5.00	3.1462	.98830	-.322	.146	-.679	.292
CSR12	277	1.17	4.83	3.4209	.69536	-.664	.146	.452	.292
SL7	277	1.00	7.00	4.6617	1.17698	-.594	.146	-.011	.292
TL7	277	1.00	5.00	3.7282	.80346	-.950	.146	1.291	.292
MTLAI5	277	1.00	5.00	3.1834	.89387	-.120	.146	-.430	.292
MTLSN4	277	2.00	5.00	3.6408	.60308	-.188	.146	-.170	.292
MTLNC4	277	1.00	5.00	3.0542	.79727	-.252	.146	-.043	.292
OCB6	277	1.67	5.00	4.0343	.53869	-.738	.146	1.319	.292
Valid N (listwise)	277								

IV.1.6. Bivariate Correlations

Next, I studied the Bivariate Correlations between the eight scales. Below are the correlations. Alpha reliability scores are also represented in parentheses.

Table 7 Bivariate Correlations

	TR	CSR	SL	TL	MTL-AI	MTL-SN	MTL-NC	OCB
TR	**(.85)**							
CSR	.67**	**(.88)**						
SL	.51**	.64**	**(.85)**					
TL	.46**	.62**	.83**	**(.92)**				
MTL-AI	.16**	.09	.01	-.02	**(.89)**			
MTL-SN	.14*	.21**	.12*	.14*	.48**	**(.61)**		
MTL-NC	.13*	.19**	.16**	.16**	-.06	.18**	**(.71)**	
OCB	.15*	.26**	.18**	.12*	.26**	.42**	.20**	**(.72)**

The diagonal figures in parentheses are alpha reliability scores for the respective scales

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

<u>Remarks on correlations between independent variables</u>

Four correlations between dependent variables appeared to be strong, above .60

SL and TL are very close (strong correlation of .83), and we might wonder if we could use both simultaneously, although it was not planned in my study.

CSR and TR are strongly correlated (.67), which makes sense, especially considering the expected similarities between TR and the internal CSR dimension.

CSR also strongly correlates with the two leadership styles SL and TL (.64 and .62 respectively).

Thus, I decided to run discriminant validity tests on those four strong correlations. Results are developed in the next section called Analysis of Scales Multicollinearity.

Remarks on correlations between independent and dependent variables

I also checked that there was no heteroscedasticity issue between the dependent scales (TR, CSR, TL, and SL) and each of the independent ones (OCB and the three MTL dimensions) using the 'Regression Standardized Residual x Residual Standardized Predicted Value' scatterplots in SPSS.

Remarks on correlations between dependent variables

Finally, although different, OCB significantly correlates with all three MTL dimensions, which reinforces the essence of the 'Above and Beyond' construct as introduced in this study. In fact, like MTL-SN, OCB correlates with all seven constructs/scales.

IV.1.7. Analysis of Scales Multicollinearity

Discriminant validity assesses if one construct is distinct from other potential variables of interest. I was hoping to find that all my constructs were different. I especially needed to check if SL and TL were distinct, as Hoch et al. (2018) found a moderate correlation of .52, while mine was .83.

I decided to run Fornell and Larcker's Test on those four pairs of highly correlated variables. In case one of those pairs demonstrates a potential multicollinearity issue, I would triangulate and try another method reputed to be more precise: the HTMT method.

The Fornell and Larcker's Discriminant Validity Test examines if the shared variance between two constructs is lower than the Average Variance Extracted (AVE) for each construct. If so, these constructs discriminate from one another. As detailed in Appendix D2, the two leadership styles SL and TL do not discriminate. However, CSR is considered different from SL, TL, and TR.

As a result of a potential multicollinearity between the two leadership styles, I ran the more detailed HTMT Discriminant Validity Test. The ratio of between-trait correlations to within-trait correlations of SL and TL was .94 (Appendix D2), over the .85 threshold, confirming a discriminant validity issue. Hence, I should not enter both leadership styles into the same regression analysis as they are not distinct empirically.

IV.1.8. Common Method Bias Analysis

Both dependent and independent data were obtained from the same persons at the same time, in the same measurement context. Thus, it was worth testing common method bias. Considering the 49 final scales' items, I used the SPSS dimension reduction function to run Harman's One-Factor Test, based on Principal Component Analysis. The total variance extracted by one factor was about 26% (see Appendix D3), below the 50% bias threshold. Consequently, I concluded that there was no common method bias issue. At this stage, I felt confident to test my hypotheses.

IV.2   Hypothesis Testing

First, I will explain my analysis of the four impactful control variables kept in all my regressions. Then, I summarize the regression outcomes of my four main hypotheses.

Control Variables Analyses

Among all the control variables considered, four had a significant impact on at least one of the four outcomes. Age, hierarchical position (managerial role), CSR/sustainability valuing, and traditional reward (TR) were influential. From the survey question on the employee's hierarchical position, I expected to generate two useful variables: on top of hierarchical position - on a scale from 1 to 4- I also created a dummy variable 'Manager or not'. Both were too correlated in my initial calculations and could not be used simultaneously. This multicollinearity issue caused me to select one -hierarchical position- for my analyses. Apart from those four variables, the others showed no impact and were abandoned.

All the significant relationships were positive. Concerning age, getting older seemed to be associated with both OCB and MTL-NC. A higher hierarchical/managerial position implied more personal MTL-AI, MTL-SN, and seemingly OCB. Higher CSR/sustainability valuing translated into an enhancement of OCB. Finally, more TR led to a stronger MTL-AI motivation.

Multiple Regression Outcomes

I ran stepwise multiple regressions for each of the four outcomes. The four steps are illustrated below.

Table 8 Steps in Multiple Regressions

Step / (Model)	Independent Variables Added
Step 1 / (Model 1) (*)	Start with the 4 impactful Control Variables
Step 2 / (Model 2 = Steps 1 to 2)	Add CSR
Step 3 / (Model 3 = Steps 1 to 3)	Add Leadership Style (SL or TL)
Step 4 / (Model 4 = Steps 1 to 4) (**)	Add Moderating Effect (CSR x SL or TL) tested through the Process module

(*) In Step 1 = Model 1, I kept all impactful Control Variables for each dependent variable, to make comparisons.
(**) For Step 4, I used the mean-centered values of CSR, SL, and TL.

<u>VIF multicollinearity test during regression calculations</u>

Also, while using the SPSS regression modules, I ran variance inflation factor (**VIF**) tests. The latter detect potential collinearity issues among all the independent variables included in a regression model. Although I found no formal VIF value for determining presence of multicollinearity, a VIF below 5 is generally considered acceptable. The two tests (one including SL, one including TL instead) showed no multicollinearity issues. My results (all VIF < 2.5) are available in Appendix D2.

<u>Table of Results Presentation</u>

Below, the Table of Results presents the outcomes regarding my four main hypotheses (H1, H2, H3, and H4). The 'Supported' column specifies if the hypothesis was supported at a statistical significance level of $p < .05$ or even $< .01$. In such positive cases, it was worth checking if the supported hypothesis would also be practically useful. In the 'Practical Significance' column, the practicality is evaluated using the F2 Cohen effect size metric, whose formula is shown below:

$F2 = (R^2 - r^2) / (1 - R^2)$ with

R^2 = variance explained by all variables

r^2 = variance explained by all variables but the last added one

According to Cohen, any F2 number below 2% does not show any practical significance. Over this cutoff, between 2% and 15%, the effect size is of small practical significance. A medium practical impact is defined by effect sizes between 15% and 35%. Above 35%, the practical interest is considered large.

Table 9 Results of the Hypotheses Analyses

HYPOTHESES	STATISTICAL SIGNIFICANCE	PRACTICAL SIGNIFICANCE
Hypothesis 1: CSR to OCB		
H1: More CSR increases Employee's OCB	Supported (**)	Supported
Hypothesis 2: CSR to MTL (three dimensions)		
H2a: More CSR increases Employee's MTL-AI	Not Supported	NA
H2b: More CSR increases Employee's MTL-SN	Supported (*)	Supported
H2c: More CSR increases Employee's MTL-NC	Supported (*)	Supported
Hypothesis 3: Moderation of SL on 'CSR to OCB'		
H3: Higher SL increases the Effect of 'CSR to OCB'	Supported (**)	Supported
Hypotheses 4: Moderation of TL on 'CSR to MTL'		
H4a: Higher TL increases the Effect of 'CSR to MTL-AI'	Supported (**)	Supported
H4b: Higher TL increases the Effect of 'CSR to MTL-SN'	Supported (**)	Supported
H4c: Higher TL increases the Effect of 'CSR to MTL-NC'	Not Supported	NA

(*) Statistical Significance $p < .05$. (**) Statistical Significance $p < .01$

NA = Not Applicable

Here are the details of the results for each hypothesis. H1 and H2 regression coefficients are supplied in Appendix E. The H3 and H4 data are available in Appendix F.

IV.2.1 Hypothesis H1 (CSR to OCB) supported.

H1 was supported in demonstrating that CSR increases an individual's OCB (standardized $\beta = .279$, $p < .001$). The CSR perceived by the employees had a positive and significant relationship with their Citizenship Behavior within the Organization (OCB). Those results were obtained after controlling for age, managerial position and CSR/sustainability valuing which were also significantly and positively related to OCB. CSR not only seems to

influence OCB in statistical significance terms but also practically. The F2 Cohen effect size is 5.4%. representing a small but practically significant impact.

IV.2.2 Hypothesis H2 (CSR to MTL) partially supported.

Hypothesis H2 posited that each of the employee's MTL dimensions is positively influenced by an increase in perceived CSR. H2 was only partially supported.

H2a was not supported in stating that CSR increases MTL-AI (p = .494 > .05). Higher CSR does not generate a significant influence on MTL-AI. Those outcomes were obtained after controlling for managerial position and traditional rewards, both positively impacting MTL-AI. In such a case of statistical non-significance, the practicality test is not applicable.

H2b was supported (standardized β = .208, p = .008 < .01), as it predicted that increased CSR would enhance MTL-SN. The calculations were controlling for managerial position, also positively impacting MTL-SN. The 'CSR to MTL-SN' positive relationship is also of small practical interest, according to Cohen's F2 effect size criteria: 2.7%.

H2c was also supported by its regression results (standardized β = .178, p = .020 < .05). Perceived CSR of employees had a positive and significant impact on their MTL-NC. Among the four control variables included in our final regression, age showed a positive influence on MTL-NC. Practically, a small Cohen F2 effect size of 2.1% was observed.

IV.2.3 Hypothesis H3: SL moderating 'CSR to OCB' supported.

H3 was supported in confirming that perceived SL moderates the effect of 'CSR to OCB', such that the impact is stronger when SL is higher. The calculations run with the Process module, and double-checked with SPSS moderating regressions, show that the combined impact of CSRxSL is significant on OCB (standardized β = .269, p < .001). They also demonstrate that the impact of high SL on the positive CSR-to-OCB relationship is stronger than low SL. Shown

graphically below, the red slope (high SL, with a +41% incline) is superior to the blue slope (low SL, with a +8% incline). Practically, Delta R^2 significantly increased with the addition of the CSRxSL moderation variable (Model 4 vs Model 3), with an F2 size effect of 8.3%. Also, it is worth observing the combined F2 effect size, using Delta R^2 between model 4 and Model 1: 14.4%, which is close to a moderate effect size, as defined by Cohen. The conditional effect table shows a p-value < .001 for high and mean SL (red and green plain lines in the Graph). At a low SL level, the result was not significant, presented with a dotted line on the OCB Graph below. I used the same 'solid vs dotted line' approach for the two other MTL Graphs.

OCB Graph: SL Moderation on 'CSR to OCB'

Note that the values represented in the four moderating graphs presented below are real. Those graphs are built on values extracted from the 16th (blue line), 50th (green line), and 84th (red line) distribution percentiles for each of the interacting variables.
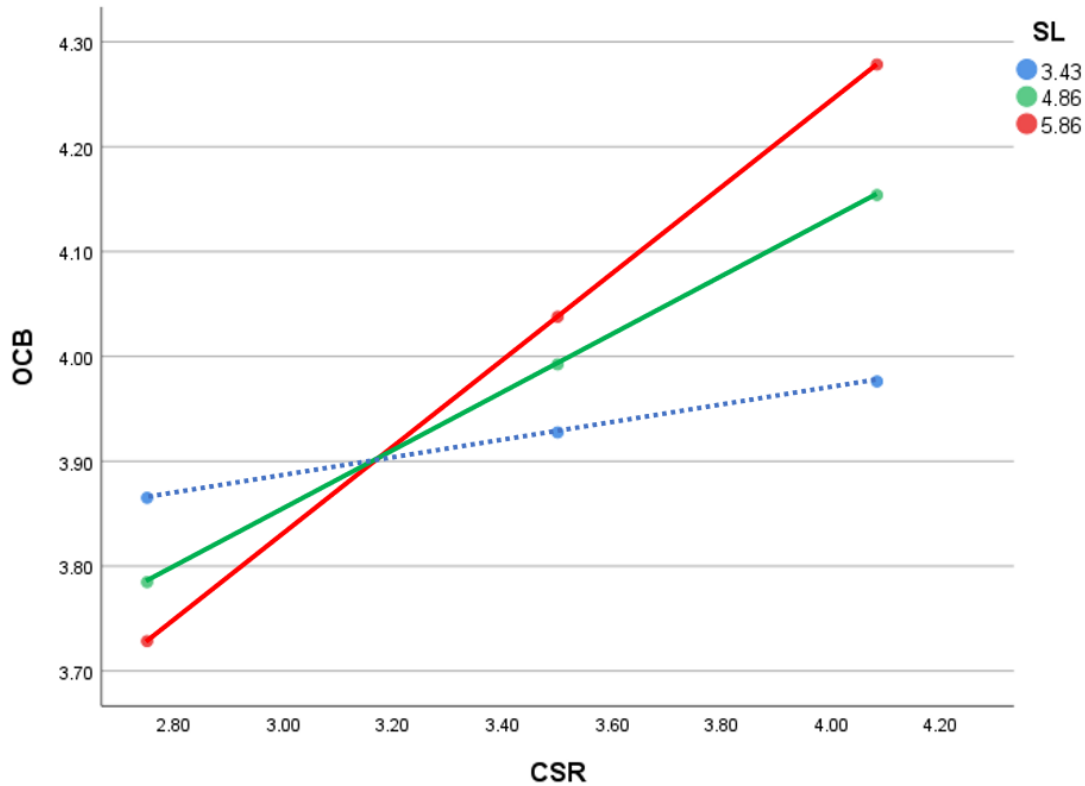
Figure 2 SL Moderation on 'CSR to OCB'

IV.2.4 *Hypothesis H4: TL moderating 'CSR to MTL' partially supported.*

H4 was partially supported. Below are the three variants' results of this general

hypothesis.

H4a was supported. It states that perceived TL moderates the effect of 'CSR to

MTL-AI,' such that the impact is stronger when TL is higher. First, the impact of the

interaction term CSRxTL is significant on MTL-AI (standardized β = .227, p < .01).

Also, the influence of high TL on the positive CSR-to-MTL-AI relationship is stronger

than with low TL. Graphically, the red slope (high TL) is positive. On the contrary, the

blue line (low TL) shows a negative slope. It is worth noting that CSR alone -in Model 2-

and CSR combined with TL -in Model 3- could not demonstrate any significant influence

on MTL-AI. However, the interaction term -introduced in Model 4- does. Practically, the consideration of the CSRxTL moderation variable (in Model 4) led to a small F2 size effect of 5.4%. The conditional effect table shows a p-value < .01 for high TL (solid lines). This was not the case for low and mean TL (dotted lines).

Graph: TL Moderation on 'CSR to MTL-AI'
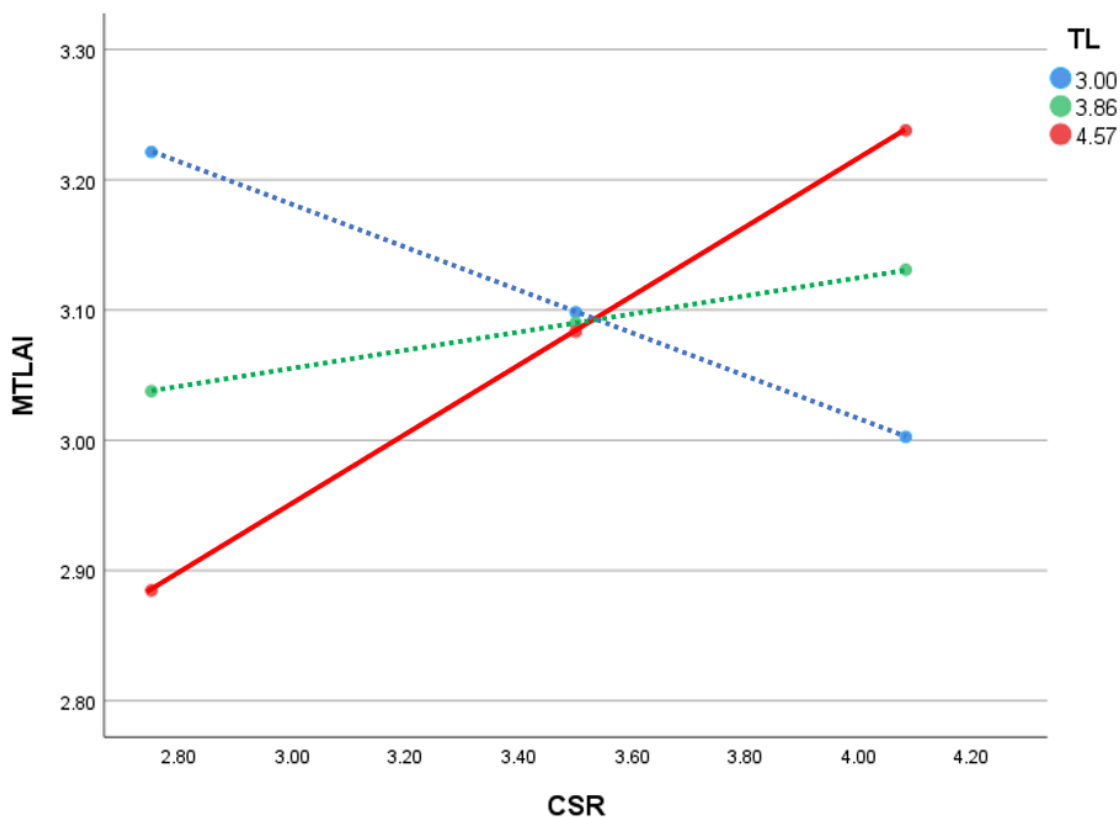
Figure 3 TL Moderation on 'CSR to MTL-AI'

The regressions supported H4b which predicted that perceived TL moderates the effect of 'CSR to MTL-SN,' such that the impact is stronger when TL is higher. The outcomes showed that the CSRxTL interaction term is significantly impactful on MTL-SN (standardized β = .186, p < .01). Moreover, high TL on the positive 'CSR to MTL-

SN' relationship shows a stronger effect than low TL. As shown in the graph below, the red line shows a higher slope (+31% for high TL) than the blue line (low TL) and its +7% slope. On a practical side, the calculated F2 size effect was 3.2%. The conditional effect table shows a p-value below .01 for both high and mean TL (solid-line slopes).

MTL-SN Graph: TL Moderation on 'CSR to MTL-SN'
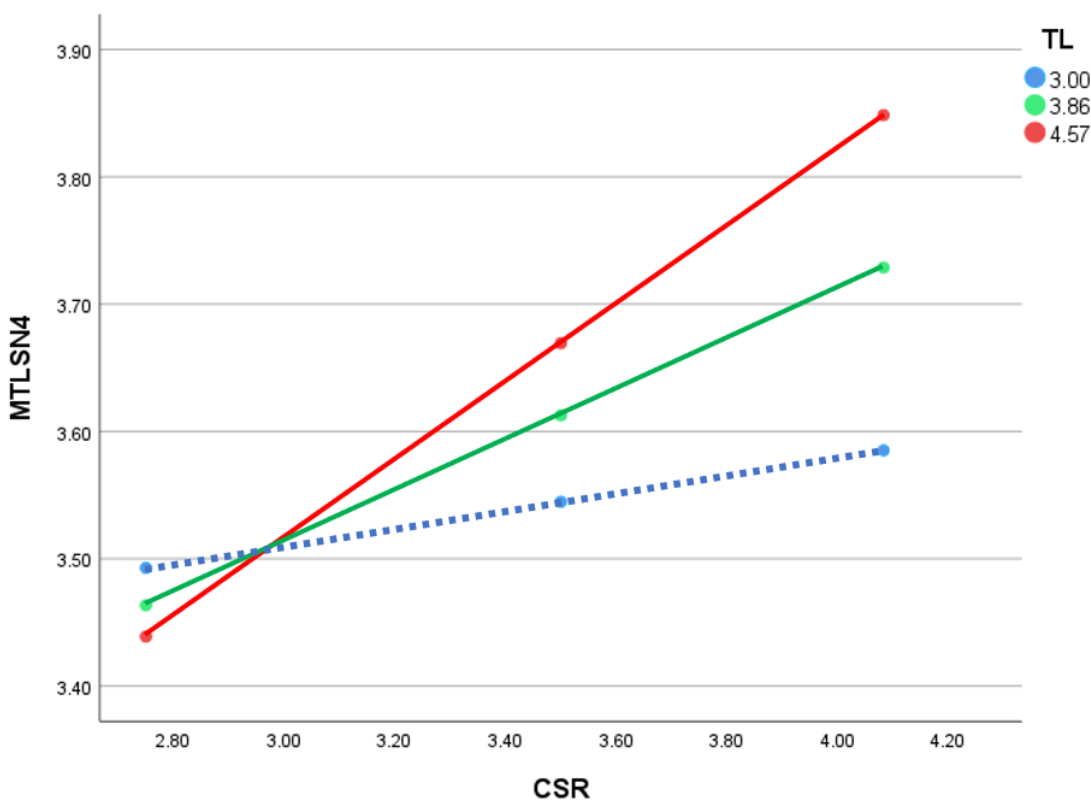
Figure 4 TL Moderation on 'CSR to MTL-SN'

H4c was rejected. Perceived TL does not moderate the effect of 'CSR to MTL-NC,' such that the impact is stronger when TL is higher**.** As shown in Appendix F, the p-value of the moderating term was much higher than .05. There was no statistical significance. Consequently,

no practical significance is expected either. Graphically, all three lines are parallel with a very

similar slope of +15%, whatever the TL level. This confirms the lack of moderation effect.

MTL-NC Graph: No TL Moderation on 'CSR to MTL-NC'
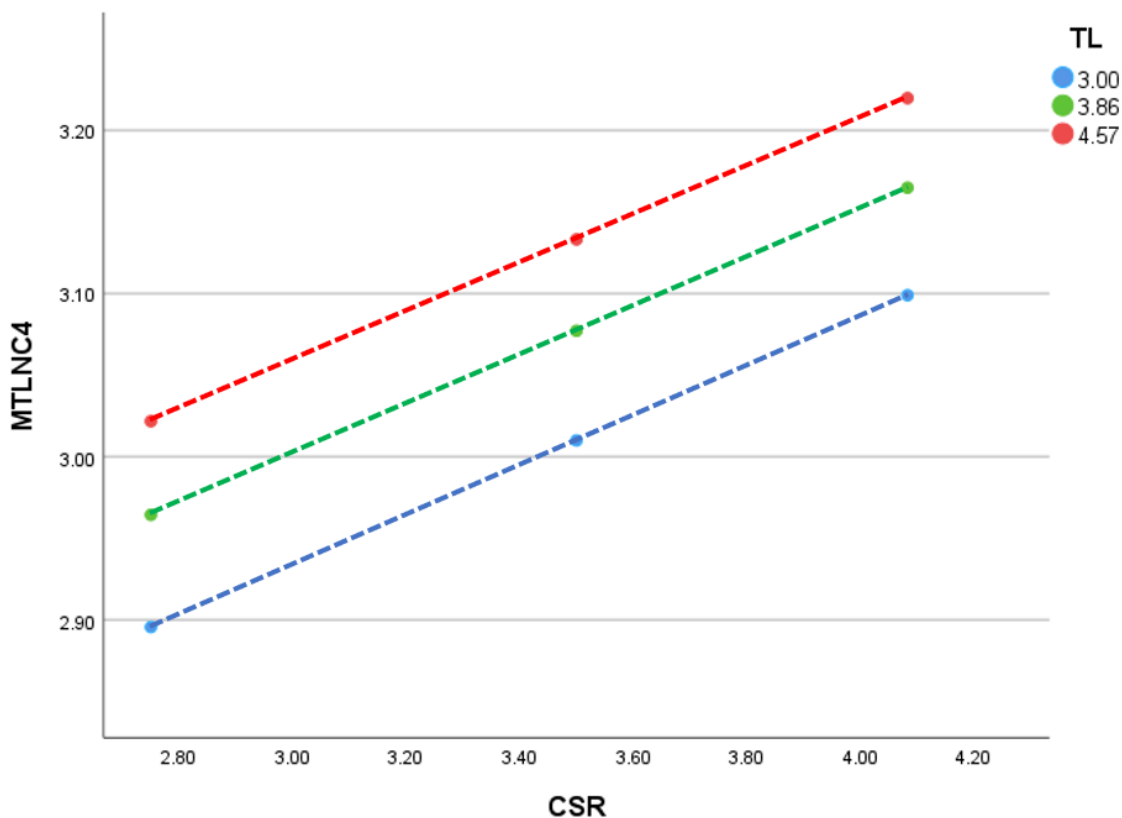
Figure 5 No TL Moderation on 'CSR to MTL-NC'

General Considerations on the Results

  To conclude this chapter 4, I present a Summary Table of Models 2 and 4 including the

moderating effects studied. It illustrates all relationships found in this study. Both control

variables and independent variables are considered. Among the independent variables, CSR

always seems to play a significant positive role, whatever the outcome considered, either alone

or combined with leadership style. Also practically, considering the Delta R^2 between Model 4

and Model 1, the impact of CSR, leadership style, and their interaction shows two significant

positive effect sizes: medium (14.4%) for OCB and small for MTL (6.7% for AI, 6% for SN and 2.5% for NC). Those data are detailed in Appendix F.

Table 10 Summary of Models 2 and 4

Outcomes / Control V.	OCB	MTL-AI	MTL-SN	MTL-NC
Age	**			**
Managerial Role		**	**	
CSR/Sustainability Valuing	**			
Traditional Rewards		*		
Independent V. (Model 2)				
CSR	**		**	*
Independent V. (Model 4)				
CSR	**		*	
Leadership Style (SL or TL)				
Interaction Effect	**	**	**	

(*) Statistical Significance p < .05.   (**) Statistical Significance p < .01

IV.3   Some Post Hoc Analyses

Finally, I ran two post hoc analyses. First, I wished to observe if TL and SL were differing in their impact on the 'CSR to OCB/MTL' relationships. Second, I checked if the external and internal components of CSR -respectively called CSRE and CSRI- led to varying moderating conclusions. The results of those post hoc analyses are exhibited in Appendix G. Then, I complement those post hoc analyses with two observations, useful for complementarity and comparison.

IV.3.1 No Difference of Impact between SL and TL

Drawing on SAP, I chose to study the influence of SL on the 'CSR to OCB' link, and TL on 'CSR to MTL'. To discuss the pertinence of SAP in the next chapter, I ran calculations, switching SL and TL.

The measures of the influence of TL on the positive 'CSR to OCB' were nearly identical to SL. The moderating effect was confirmed at the same level of statistical significance.

However, the R Square of TL -R^2(TL)- was slightly weaker than the original R^2(SL), as I expected. Similarly, the influence of SL on the three 'CSR to MTL' relationships led to the same conclusions as with TL: the two TL-supported moderating hypotheses were also supported with SL. Also, the R^2(SL) was slightly weaker than the original R^2(TL). Similar outcomes from the two leadership styles may make sense, considering that SL and TL were strongly correlated in this study (.83).

IV.3.2 CSRE versus CSRI versus CSR: Same Moderating Conclusions

Do the external and internal components of CSR lead to similar results, and the same conclusions as general CSR? The external CSR variable -CSRE- was calculated from the seven items' scores of the Community and Environment. CSRI comprised the five employees' items.

The four moderating tests led to the same conclusions as with CSR. No significant variations were noticed. The positive impact on OCB/MTL of both CSRE and CSRI -as for CSR- seems to be significantly enhanced under the effect of high SL and TL leadership styles. Particularly, based on the variance explained (R^2), CSRE seems to narrowly exceed CSRI for the OCB and NC profiles, whereas CSRI influences slightly more the MTL-AI and SN profiles. However, the results presented in Appendix G are not very different. Therefore, I cannot conclude that a difference has been found between CSR, CSRE, and CSRI in this study.

IV.3.3 Observation on OCB and MTL: Stronger 'CSR x leadership' impact on OCB

OCB is impacted by both CSR (H1) and the combination of CSR x leadership (H3) with convincing p-values below .01. The variance explained is 27.3%. Moreover, the Cohen F2 calculation shows a moderate practical significance, close to 15% for the combined influence.

The MTL analyses provide more mixed results with two non-supported hypotheses out of six. For the supported hypotheses, some p-values are between .05 and .01. However, each MTL

dimension is shown to positively react either to CSR alone (MTL-NC) or the CSRxTL

combination (MTL-AI and MTL-SN). The variances explained are between 23.4% and 12.7%.

Practical significance is found to be small, from 2.5 to 6.7%.

Based on those observations, MTL seems to be less positively impacted than OCB by the

combination of CSR and leadership style.

IV.3.4 Observations on Low CSR: prevailing over high leadership.

In all three supported moderation hypotheses (H3, H4a, and H4b), the red slopes (high

SL/TL) are stronger than the blue ones (low SL/TL), showing a more powerful impact of high

leadership. However, it does not imply that higher leadership leads to more employee

engagement, whatever the CSR level. In fact, in a low CSR context, both OCB and MTL are

weak independently of the leadership level. Notably, we observe that the weakest engagement

happens when the two predictors are opposite: low CSR combined with high leadership (left side

of graphs below, orange ovals).

Table 11 Poor CSR Prevailing over Supervisor's High Leadership
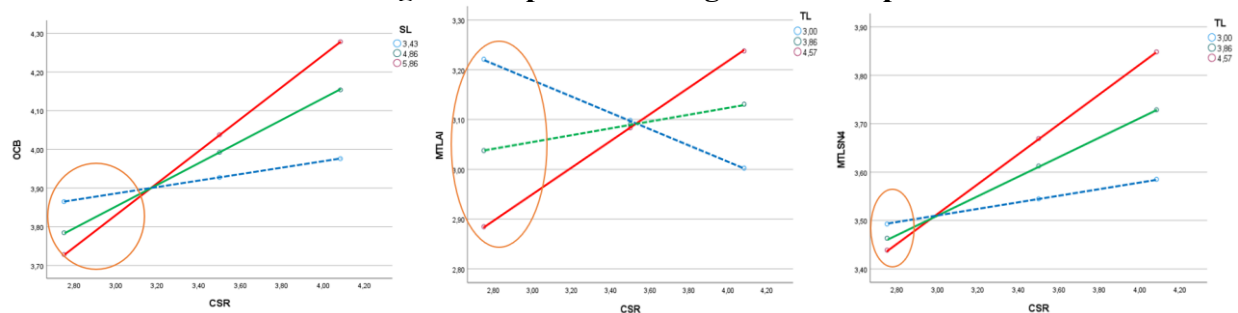
Likewise, to a lesser extent, the other opposite scenario -high CSR x low leadership (blue line on

the graphs' right) seems to generate less engagement than average situations (average CSR and

leadership style, in the middle of the green lines).

Also, it is worth noting a phenomenon in the case of both low CSR (left) and leadership (blue line) for all three interactions found. Employees -especially MTL-AI profiles- seem more inclined to serve or become leaders. This is not true for NC.

V CHAPTER 5: DISCUSSION

In this final chapter, after briefly reviewing the study context and its main findings, I intend to shed light on a few research contributions and some practical implications. Also, I would like to mention some limitations of the study and potential ideas for further research, before concluding.

This study developed an interaction model of CSR and leadership styles on Above and Beyond Variables including employees' OCB and MTL. The research question addressed was: 'Does an individual's perception of their employer's CSR and supervisor's leadership style influence their motivations to serve and lead within American organizations?' Below are the most important findings. Appendix H presents a summary of what the literature says, what it does not say -allowing me to identify gaps- and the findings of this study.

V.1   Main Findings

CSR is an Antecedent of MTL and the Above and Beyond Employees' Outcomes. Empirical analyses provided revealed that results mostly aligned with the posited hypotheses, although not all were supported. Employees who perceived a CSR orientation from their company were willing to go the extra mile. Probably the easiest and most common way is to serve their organization and colleagues above and beyond the call of duty. This CSR-to-OCB result was expected as it aligns with recent meta-analyses (Y. Wang et al., 2020; Paruzel et al., 2021; Zhao et al., 2022). Being motivated to become a leader and assume more responsibilities within their company is another manifestation of giving back. Among the three distinct MTL profiles, two were positively influenced by CSR: MTL-SN and MTL-NC, being the two more collectivist ones. Contrary to my predictions, MTL-AI seems not to be significantly impacted by CSR. An explanation may be that MTL-AI profiles are more individualists and intrinsically

motivated. Thus, I suggest that CSR generally influences MTL, yet probably not as strongly as CSR impacts OCB. Overall, Above and Beyond Outcomes, as defined and operationalized through OCB and the three-dimensional MTL, seem to be enhanced by CSR. Also, the results are consistent with the Social Exchange Theory (SET), with a potential exception for the employees being intrinsically motivated (MTL-AI).

Leadership style moderates the 'OCB to Above and Beyond Outcomes' relationships. In the second part of my study, I tested whether a high supervisor's leadership style may positively moderate the two focal effects described above. As hypothesized, the combination of high SL and CSR generated a more positive influence on OCB behaviors. Moreover, high TL combined with CSR clearly reinforced the motivation to lead of both MTL-AI and MTL-SN individuals. The MTL-NC profile was an exception. One explanation may be that CSR alone is perceived as a good cause by MTL-NC employees who do not need more sources of motivation. Overall, when considering the combined effects of CSR, leadership styles (SL or TL), and their moderation effects -the delta between Model 1 and Model 4-, all four regressions showed significant -and practical- positive outcomes. Overall, it seems reasonable to state that higher leadership style positively interferes with CSR to improve the Above and Beyond motivations and behaviors of employees.

This interaction model study is one of the first run in the USA. During my literature review, I found four quantitative studies of interest (Afsar et al., 2018; De Roeck & Farooq; 2018, Lin & Liu, 2017; Goswami et al., 2018), quite like mine. The first three studies have been implemented in South Asia and Taiwan, where cultures are more collectivist than in the USA. Goswami's study has been conducted in America and presented the interaction between CSR and TL on OCB. My study, considering both SL and TL styles, complements the limited knowledge

of the effect of combined CSR and leadership styles on employees' willingness to commit more within their American company. Aligning with Goswami's results, this study finds that American employees tend to react like Asians.

Both selected leadership styles may not differ significantly in their impact. SL was replaced by TL and vice versa in post hoc regression analyses to test whether one leadership style could substitute for the other to produce the observed effects. Surprisingly, I found similar results in statistical significance (p-values) and variance explained. It does not support my leadership styles choices per interaction, based on SAP: given that SL supervisors and OCB followers share personality traits and behaviors, I expected those SL/OCB similarities to justify a more substantial SL interaction effect on the CSR-to-OCB relationship than with TL. Likewise, with TL leaders and MTL followers, I predicted a stronger influence of CSR on MTL in the presence of a high TL supervisor, compared to SL. My results did not reveal any significant outcome difference when switching between SL and TL. After all, those unexpected outcomes are consistent with Van Dierendonck et al., (2014): they observed that both TL and SL were similarly related to employee's work engagement and organizational commitment, although each leadership style used their own manner to exert their influence on followers.

Selecting one dimension of CSR – External vs. Internal – seems to make no difference in focal and moderating effects observed with general CSR. Whereas most recent studies have considered the external dimension of CSR (Gond et al., 2017), this study comprises both. An interesting post-hoc question was to determine if one type of CSR combined with leadership style would be more appropriate to a certain employee's profile. Similar moderating results were found when interchanging CSR, CSRE, and CSRI. Based on variance explained, CSRE had a little stronger impact than CSRI on the two OCB and MTL-NC profiles. An explanation may be

that those two types are more collectivist than the two others. Conversely, CSRI had slightly better results in variance explained for the two more individualistic profiles, MTL-AI, and MTL-SN. However, the observed gaps were very minimal. Employees of all profiles seemed to respond quite equally to CSR, CSRE and CSRI in this American study. Lately, Chatzopoulou et al. (2022) conducted a field study in Greece. They found that CSRE has a more pronounced effect on workforce commitment. However, they added that "It is the development of external and internal CSR bundles that secure the generation of positive employee attitudes and behaviors." (p. 810). Accordingly, leadership may consider balancing their CSR efforts between the two dimensions, to address all types of employee profiles.

OCB seems to react more positively to combined CSR and leadership than MTL. The OCB variance explained was higher than the variance explained for each of the three MTL dimensions. Moreover, the combination size effect on OCB was of medium practical significance (about 15%), stronger than the small ones (maximum of 6.7%) observed with MTL. Overall, increased OCB seems to be a more natural outcome than MTL. Employees may be more prone to help their colleagues and company than take on more leadership roles. It is not surprising considering that becoming a young leader is generally demanding and requires sacrifices. Millennials aspire to a better work-life balance (C. Zhang et al., 2020) and are more hesitant to climb the corporate ladder (Liu, 2021).

Low CSR outplays high leadership. In a slightly different study context, De Roeck & Farooq (2018) suggest that consistency between perceived CSR and leadership style matters to keep employees engaged: a poor CSR may ruin the efforts of good supervisors and vice versa, as confused employees identifying contradictory signals may not engage more. In this study too, for each of the three supported interactions, a low CSR translates into poor employee's motivation,

whatever the supervisor's leadership skills. Surprisingly, it seems that high leadership is not better and may even be worse on OCB/MTL than low leadership in a low CSR context. It is also worse than in the scenario where CSR and leadership are medium. Likewise, to a lesser extent, employees' engagement seems better in average CSR and leadership situations than in the case of high CSR and low leadership. Consistency may matter, as suggested by De Roeck.

The case of low CSR and poor leadership is also intriguing as employees seem more engaged than in the presence of a strong supervisor -except for the NC profile with no interaction effect. Rather than a consistency story as suggested before, we may hypothesize that when employees face a lack of good direction (low CSR) and supervisor leadership (low TL/SL) - they are more tempted to take charge and willing to change things from the inside. Observed in the three moderations found, this seems especially true for high MTL-AI individuals who are intrinsically motived to emerge as leaders and are confident in their abilities to become change agents.

Those findings will be utilized and elaborated hereafter, in the theoretical contributions, practical implications, or limitations used as stems for future research.

V.2   Theoretical Contribution

MTL can be added to the list of positive CSR outcomes, whereas OCB is reinforced. Subsequently, Above and Beyond Variables -as defined in this study- may be considered a new positive consequence of CSR.

Second, the study suggests that supervisor's leadership style moderates the positive relationships between CSR and Above and Beyond Variables, such that a higher leadership style is more impactful. Especially, higher TL -combined with CSR- generates more motivation to lead. Likewise, high SL more positively influences the 'CSR to OCB' link.

Third, this study offers a geographical extension to these relationships initially and mostly studied in Asia: those are reinforced in the US context, complementarily to Goswami et al. (2018). This is an interesting result, considering that the American culture is considered more individualistic than the Asian ones.

I chose the SET theory and SAP paradigm to develop my research model. Historically, Social Exchange Theory has been considered a credible theory to explain those positive 'CSR to Employees Outcomes' relationships. My results align with prior research: the employees perceiving a satisfactory CSR are ready to reciprocate through service or even leading. The MTL-AI profile sheds light on a nuance: intrinsically motivated employees may not be as sensitive to CSR perception. Second, this study does not enable me to validate my choices on moderating leadership styles based on the SAP paradigm. The results were only partially as predicted -SL explaining more variance on CSR-to-OCB, and TL more or CSR-to-MTLs-, but the differences were minor. In this study, SL and TL are unexpectedly very strongly correlated, which logically leads to similar results.

V.3   Implications for Practitioners

From this study, I foresee three messages for CEOs and leaders.

First, CEOs should better understand the positive role of perceived CSR and use it as a strategic motivational tool. Perceived CSR should especially increase employees' servicing through OCB, as a demonstrated medium practical significance has been found in the study. Additionally, to a lesser extent, CSR may encourage Gen-Z and millennials to consider taking leadership roles.

Second, the study suggests that the combination of high CSR and leadership style is increasing their employees' motivation to go above and beyond. Thus, on top of executing CSR

strategies, improving management skills through appropriate training on SL and/or TL styles should pay off. It may help companies retain their talent, which is a real competitive advantage in today's fast-changing business world. Moreover, leaders need to be aware that a poor CSR may ruin the efforts of good supervisors. Confused employees identifying contradictory signals may not engage above and beyond. Therefore, low perceived CSR should be addressed first.

Third, the fact that SL and TL seem interchangeable in their effects when combined with CSR is interesting to practitioners: some young supervisors may feel more comfortable using one style rather than the other. Offering to teach them both styles might be comforting for future leaders who have a need to be true to their own personality.

V.4   Limitations

First, the nature of the two outcomes is different: MTL is a motivation while OCB is a behavior. Motivation is often necessary but not always sufficient to become a behavior. Thus, correlations between CSR and motivations, attitudes or intents are expected to be higher than correlations with behaviors, which are more distant. One should be very cautious when comparing the two outcomes.

Second, the data collection is only based on employees' perceptions. Gathering data through another source of respondents like supervisors' or colleagues' evaluation on employees' MTL or at least OCB would be beneficial. When possible, collecting facts (e.g., hours of service) would help corroborate or disprove the outputs based on perceptions.

Third, I only surveyed people who are satisfied enough in their current positions to still work for their company. This study did not consider the unhappy employees who decided to quit.

Finally, in some cases, there might be potential rival explanations. For example, a charismatic CEO -especially in small businesses- could be considered a confounding variable.

The CEO could increase both perceived CSR and willingness to serve/lead, with no obvious causality evidence. In this study, I chose not to evaluate the perceived impact or image of the employee's CEO, considering that my research model would become too complex.

V.5   Future Research Directions

Ideally, the same kind of study could be run with all outcomes chosen at the same level of nature: both motivational (MTL and Motivation to Serve) or both behavioral (OCB and Leadership Readiness Behavior like accepting leadership promotion or trainings or promotions). Observing leadership behavior changes may take time and a longitudinal approach would surely help in this case.

Another suggestion is to study the impact of the CSR x Leadership interaction on negative employees' outcomes like sabotage, stealing, quitting behaviors or intentions to leave. Such research would be complementary to this study addressing employees' motivations to go above and beyond, a positive consequence of CSR.

The third suggestion is about deepening work on consistency. It would be worth studying if 'Consistency Matters' as suggested by the cue consistency theory and De Roeck's work in Asia in 2018. Two particular types of consistency come to mind: First, in the interaction between CSR and leadership styles, as cautiously suggested in this study. Second, between External CSR (community, nature) and Internal CSR (staff): too much of one versus too little of the other may lead confused employees to disengage and not want to go above and beyond.

Also, would the combination of low CSR and lack of supervisor leadership favor the emergence of leading/servicing behaviors among followers? The self-motivated MTL-AI profile would be worth exploring further, as suggested by this study.

Finally, a similar study could be extended to other countries. Such more global studies would be of interest for companies evolving in a multicultural context. Following Asia and the USA, Europe could be the next target of interest for businesses evolving in a multicultural context.

V.6   Conclusion

CSR brings some constraints for CEOs and Leaders, especially under the pressure of new stakeholders like society and planet preservation NGOs. However, a well-thought-out CSR strategy should motivate and elevate their employees, on top of enhancing corporate reputation.

The causations revealed in this American-run study are also practically significant, especially with OCB. CSR, combined with high leadership styles, incites employees to help their colleagues and company above the call of duty. To a lesser extent, employees feel more motivated to take on leadership roles, in a favorable CSR context.

Another consideration is emerging in the study at the individual managerial level, as leaders are hard to find among the new generations. Offering them the option to adopt either a servant or a transformational style may better align with their authentic personality, helping businesses find more candidates. Interestingly, both leadership styles studied seem efficient, and SL could be a great complement to TL, traditionally favored in the USA.

At the company level, due to Grand Challenges, both transformational leaders -visionary, inspirational and change agent- and servant leaders -caring for people and stakeholder oriented- are needed. I trust that CEOs need to make sure they have the right balance in their management team, with an emphasis on transformational leaders at the top level and a more servant style at the lower managerial levels. Also, leaders will be inspired to recall the main lessons of this study for their employees' engagement: combined perceived CSR and leadership styles are

crucial as a competitive advantage, and they should combat perceived low CSR as it may jeopardize good leadership's effects.

Finally, on a practical note, the survey of the study comprises a reasonable number of items even for blue collar workers. Such a survey could be adapted and applied to any mid-to-large sized company.

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APPENDICES

Appendix A: Overarching Research Design
Template for Research Design - Tab 2 - Mathiassen (2017)

Component	Specifications
Target Journal	Journal of Business Ethics (JBE)
Title	The combined impact of CSR and leadership style on employees' motivations to go above and beyond (MTL and OCB)
P - Problem setting	Increased CSR responsibilities of Leaders, combined with the difficulty of motivating millennial employees
A - Area of concern	Adoption of CSR and the influence of leadership styles on employees' positive attitudes and behaviors
F – Framing	Social Exchange Theory (Similarity Attraction Paradigm on Moderation)
M – Method	A quantitative online survey of American employees (SurveyMonkey)
RQ - Research Question	Does an individual's perception of their employer's CSR and supervisor's leadership style influence their motivation to go above and beyond = lead (MTL) and serve (OCB) within American organizations?
C - Expected Contributions - **CA**: To Theory	- CSR actively contributes to employees' MTL. - Servant and Transformational leadership styles enhance the abovementioned focal relationship. (Servant on OCB, Transformational on MTL)
- **CP** To Practitioners	- Help CEOs and HR Teams better understand the perceived CSR impact on their employees' MTL and OCB - A reminder that consistency is essential (CSR and Supervisor Style). Poor CSR can ruin a good supervisor's work - Train supervisors to adopt Servant and Transformational leadership styles

Appendix B: Table of Concepts with Short Definitions

Main Constructs	Short Definitions
Predictors: CSR	
CSR	Organizational actions and policies considering stakeholders' expectations and the triple bottom line: economic, social, and environmental
Moderators: Leadership Styles (of supervisor)	
Transformational Leadership (TL)	A visionary entity- and goal-oriented leadership approach that causes and runs changes in social systems, and positive differences in the followers and team
Servant Leadership (SL)	Servant leaders focus primarily on the growth and well-being of their subordinates and the communities they belong to
Outcomes: Motivations MTL and Behavior OCB	
MTL	Motivation to progress in a leadership role within their organization Operationalization: Three separate dimensions of Chan 2001
	MTL-AI – Affective Identity – perceive themselves as leaders. **MTL-SN** – Socio-Normative – duty to lead when asked. **MTL-NC** – Non-Calculative – does not account for the cost of leading
OCB	Organizational Citizenship Behavior (OCB) is a person's voluntary positive commitment outside their formal job description. Both the organization and the individuals/colleagues may benefit from the employee's OCB

Appendix C: Survey

Thank you for your participation in our survey. Remember that all the data collected will be treated anonymously.

A- **Demographics Questions**

1. Are you full-time employed (30 hours per week or more)?
    a. Yes
    b. No

2. How many years have you worked for your current employer?
    a. Less than 3 months
    b. Between 3 months and 1 year
    c. 1+ to 3 years
    d. 3+ to 5 years
    e. More than 5 years

3. How long have you had your current direct supervisor?
    a. Less than 3 months
    b. Between 3 months and 1 year
    c. 1+ to 3 years
    d. 3+ to 5 years
    e. More than 5 years

4. Type of job you do: Please check the occupational category that best describes your specific job duties.
    a. Clerical/Secretarial
    b. Building Services/Maintenance/Security
    c. Corporate Mgmt. & Planning/Legal
    d. Engineering
    e. Consulting Transportation/Logistics
    f. Finance/Accounting/ Tax/Risk Mgmt.
    g. Sales/Marketing/ Communication/Customer Service
    h. Human Resources
    i. Information Technology
    j. Production/Quality Control
    k. Purchasing/Distribution
    l. Research/Product Design
    m. Other Job Duties

5. Your highest education achieved?
    a. H.S. Grad or less
    b. Associate's degree
    c. Bachelor's degree
    d. Master's degree
    e. Ph.D., MD, or advanced college degree beyond Masters

6. What is your current age?
   a. 18 to 24
   b. 25 to 34
   c. 35 to 44
   d. 45 to 54
   e. 55 to 64
   f. 65+

7. Your sex
   a. Male
   b. Female
   c. Decline to answer, or other.

8. Your ethnic group membership
   a. Black or African American
   b. Hispanic or Latino
   c. Asian or Pacific Islander
   d. Native American
   e. Caucasian
   f. Other

9. Your position in your company
   a. Non-Managerial
   b. Frontline Management
   c. Middle Management
   d. Top Management

10. How much total combined money did you earn in 2021?
    a. below $25,000
    b. $25,000 - $49,999
    c. $50,000 - $74,999
    d. $75,000 - $99,999
    e. $100,000 and more

11. Size of your entity – number of employees
    a. 1 to 9 employees
    b. 10-49
    c. 50-249
    d. 250-499
    e. At least 500

12. Type of entity you are working at
    a. Not-for-profit (governmental entity, NGO…)
    b. For-profit entity

We would like to know how you value Corporate Social Responsibility and Sustainability. How do you agree with the following assertion?
Use the following scale to respond to each item below: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

13. Companies have a social responsibility beyond making a profit.

Please, use the next section to answer the following questions about your company rewards when people are promoted into higher-level leadership roles or exhibit exceptional discretionary serving behaviors. Please read each statement carefully and choose the answer that best describes your agreement or disagreement using the scale below. Consider your current organization when answering these questions.

B- Traditional Rewards - (Own scale, 5-point Likert scale)

Use the following scale to respond to each item below: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

14. My organization is providing fair wage increases in relation to accepting promotions.
15. Bonuses and fringe benefits are attractive when reaching managerial roles in my company.
16. The compensation in my organization is a good incentive to go above and beyond the call of duty.
17. Special rewards are granted to employees who excel in serving their colleagues and the organization.

Please, use the following section to answer questions about your perception as an employee of your company. Read each statement carefully and choose the answer that best describes your agreement or disagreement using the scale below. Consider your current organization when answering these questions.

C- CSR - (Turker, 2009 – 5-point Likert scale)

Use the following scale to respond to each item below: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

18. My company encourages its employees to participate in volunteer activities.
19. My company supports non-governmental organizations' actions working in the problematic areas.
20. My company contributes to the campaigns and projects that promote the well-being of the society.
21. My company participates in activities which aim to protect and improve the quality of the natural environment.
22. My company makes investments to create a better life for the future generations.
23. My company implements special programs to minimize its negative impact on the natural environment.
24. My company targets sustainable growth, which considers future generations.

25. Before continuing, please select the number "one" from the list below:
    a. 1
    b. 2
    c. 3
    d. 4
    e. 5

26. My company policies encourage the employees to develop their skills and careers.
27. The management of my company is primarily concerned with employees' needs and wants.
28. My company implements flexible policies to provide a good work & life balance for its employees.
29. The managerial decisions related with the employees at my company are usually fair.
30. My company supports employees who want to acquire additional education.

The following two sections address your perception of your current direct supervisor. Consider yourself in your current organization. You are invited to assess how much you agree with the following statements, which describe potential leadership behaviors. Again, there are no good or wrong answers.

D- Servant Leadership (SL-7) – (Liden, 2015 – 7-point Likert scale)

For this first leadership style represented in the following seven items, use the following scale to respond to each item below, considering your supervisor: Strongly Disagree (1), Disagree (2), Moderately Disagree (3), Neutral (4), Moderately Agree (5), Agree (6), Strongly Agree (7).

31. My direct supervisor can tell if something work-related is going wrong.
32. My immediate supervisor makes my career development a priority.
33. I would seek help from my direct supervisor if I had a personal problem.
34. My direct supervisor emphasizes the importance of giving back to the community.
35. My direct supervisor puts my best interests ahead of their own.
36. My immediate supervisor gives me the freedom to handle difficult situations in the way that I feel is best.
37. My direct supervisor would NOT compromise ethical principles in order to achieve success.

E- Transformational Leadership (TL) – (Carless 2000 – 5-point Likert scale)

A potentially different leadership style -corresponding or not to your current supervisor- is described below. For this second leadership style, use the following scale to respond to each item below, considering your supervisor: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5).

38. My direct supervisor communicates a clear and positive vision of the future.

39. My direct supervisor treats staff as individuals; he/she supports and encourages their development.
40. My direct supervisor gives encouragement and recognition to staff.
41. My direct supervisor fosters trust, involvement, and cooperation among team members.
42. My direct supervisor encourages thinking about problems in new ways and questions assumptions.
43. My direct supervisor is clear about his/her values and practices which he/she preaches
44. My direct supervisor instills pride and respect in others and inspires me by being highly competent.

45. Before continuing, please select the number "ten" from the list below:
    a. 2
    b. 4
    c. 6
    d. 8
    e. 10

Imagine a typical work situation at your current organization. You are working in a group, team, or department. The question is raised as to whether someone should be appointed as a group leader or promoted into a higher-level leadership role within your current organization. This role will require more leadership responsibility in comparison to the prior position. Assume that everyone in the group has the same training level, knowledge, and experience on the job. How well do the following statements describe how you feel?
Please read each statement carefully, consider your current company and choose the one answer that best describes your agreement or disagreement using the scale below:

F- <u>Motivation to Lead (MTL) – (Bobbio, 2006 – 5-point Likert scale)</u>

MTL Affective-Identity
46. In my company, most of the time, I prefer being a leader rather than a follower when working in a group.
47. In my company, I believe I can contribute more to a group if I am a follower rather than a leader.
48. In my company, I usually want to be the leader in the groups that I work in.
49. In my company, I am the type who would actively support a leader but prefers not to be appointed as a leader.
50. In my company, I have a tendency to take charge in most groups or teams that I work in.

MTL Socio-Normative
51. my company, I feel that I have a duty to lead others if I am asked.
52. In my company, I agree to lead whenever I am asked or nominated by the other members
53. In my company, it is appropriate for people to accept leadership roles or positions when they are asked.
54. In my company, it is not right to decline leadership roles.
55. I would never agree to lead in my company just because others voted for me.

MTL Non-Calculative

56. I will never agree to lead in my company if I cannot see any benefits from accepting that role.
57. In my company, I would want to know "what's in it for me" if I am going to agree to lead a group.
58. In my company, I never expect to get more privileges if I agree to lead a group.
59. If I agree to lead a group, I would never expect any advantages or special benefits in my company.
60. In my company, leading others is really more of a dirty job rather than an honorable one.

Finally, the following questions address your feelings about your contribution and extra-role behavior within your current company. Consider yourself in your current organization. You are invited to assess how much you agree with the following statements. There are no good or wrong answers.

G- Organizational Citizenship Behavior (OCB) – (Henderson 2020 – 5-point Likert scale)

61. I help others with heavy workloads.
62. I assist my supervisor with his/her work when not asked.
63. I take a personal interest in other employees.
64. My attendance at work is above the norm.
65. I give advance notice when I am unable to come to work.
66. I conserve and protect organizational property.

Appendix D1: Measurement Model Graph (For OCB Outcome)

OCB Graph – No label - Standardized estimates
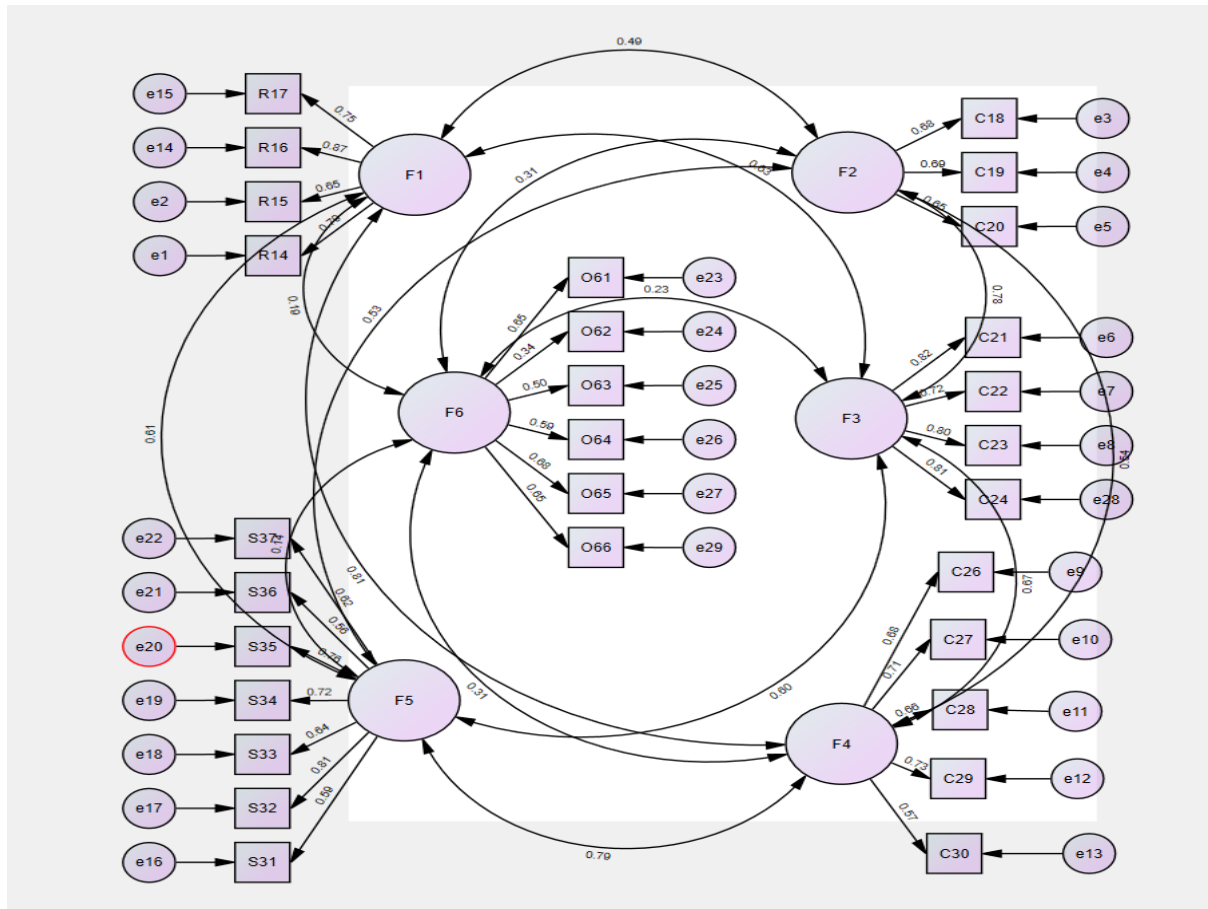
F1 = TR, F2 = CSR-E(Society), F3 = CSR-E(Environment), F4 = CSR-I(Employees), F5 = SL, F6 = OCB.

PS: The CSR three-factor correlated model offered the best fit.

Appendix D2: Multicollinearity Tests
Fornell and Larcker's Discriminant Validity Tests
Applied to the four strong correlations (>.60) among the scales.

SL			Estimate	C.R
S31	<---	F1	.61	.86
S32	<---	F1	.79	C.A
S33	<---	F1	.67	.85
S34	<---	F1	.69	AVE
S35	<---	F1	.77	.46
S36	<---	F1	.57	
S37	<---	F1	.64	

TL			Estimate	C.R
T38	<---	F1	.79	.92
T39	<---	F1	.80	C.A
T40	<---	F1	.75	.92
T41	<---	F1	.85	AVE
T42	<---	F1	.70	.62
T43	<---	F1	.80	
T44	<---	F1	.80	

TR			Estimate	C.R
R14	<---	F1	.79	.85
R15	<---	F1	.66	C.A
R16	<---	F1	.87	.85
R17	<---	F1	.74	AVE
				.59

CSR(12)			Estimate	C.R
C18	<---	F1	.68	.93
C19	<---	F1	.69	C.A
C20	<---	F1	.65	.88
C24	<---	F2	.81	AVE
C23	<---	F2	.79	.51
C22	<---	F2	.72	
C21	<---	F2	.82	
C26	<---	F3	.68	
C27	<---	F3	.71	
C28	<---	F3	.67	
C29	<---	F3	.72	
C30	<---	F3	.57	

	Correlation	Square				Discriminant Validity
SL-TL Test				SL AVE	TL AVE	
	.83	.69	>	.46	.62	YES
CSR-TR Test				CSR AVE	TR AVE	
	.67	.45	<	.51	.59	NO
CSR-SL Test				CSR AVE	SL AVE	
	.64	.41	<	.51	.46	NO
CSR-TL Test				CSR AVE	TL AVE	
	.62	.38	<	.51	.62	NO

HTMT Discriminant Validity Test (on SL / TL):

	T38	T39	T40	T41	T42	T43	T44	S31	S32	S33	S34	S35	S36	S37
T38	1.000													
T39	0.635	1.000												
T40	0.595	0.678	1.000											
T41	0.642	0.685	0.628	1.000										
T42	0.605	0.491	0.503	0.608	1.000									
T43	0.650	0.635	0.542	0.693	0.553	1.000								
T44	0.604	0.612	0.612	0.684	0.590	0.653	1.000							
S31	0.432	0.387	0.430	0.422	0.404	0.419	0.461	1.000						
S32	0.597	0.606	0.593	0.611	0.545	0.575	0.603	0.570	1.000					
S33	0.427	0.455	0.467	0.559	0.462	0.441	0.550	0.462	0.516	1.000				
S34	0.563	0.526	0.549	0.492	0.500	0.525	0.541	0.333	0.551	0.443	1.000			
S35	0.556	0.548	0.567	0.561	0.436	0.589	0.605	0.405	0.610	0.507	0.565	1.000		
S36	0.335	0.477	0.393	0.419	0.384	0.447	0.445	0.303	0.430	0.371	0.409	0.411	1.000	
S37	0.477	0.475	0.457	0.543	0.453	0.547	0.545	0.391	0.423	0.454	0.434	0.517	0.458	1.000

Average Monotrait Correlation TL (Below Diagonale)	0.614	Average Monotrait Correlation SL (Below Diagonale)		0.455
Average Heterotrait Correlation	0.498			
HTMT = (AHC)/sqrt(AMC-TL x AMC-SL)	0.942	> .85	= Discriminant Validity Problem	

Variance Inflation Factor Test among Independent Variables (VIF)

Illustration: Model 4 on H3 (with SL and Interaction Term)

M4							Tolerance	VIF
Age	.124	.021	.312	5.947	<.001	.987	1.013
Position	.042	.029	.078	1.457	.146	.946	1.057
CSR Valuing	.070	.024	.151	2.869	.004	.982	1.018
TR	-.061	.039	-.112	-1.571	.117	.536	1.867
CSR	.250	.062	.323	4.047	<.001	.426	2.349
SL	.035	.032	.076	1.080	.281	.552	1.812
CSR X SL	.136	.029	.269	4.756	<.001	.846	1.182

Illustration: Model 4 on H4 (with TL and Interaction Term)
(Outcome = MTL-NC in this case. Same Tolerance / VIF results whatever the outcome)

M4							Tolerance	VIF
Age	.175	.034	.296	5.176	<.001	.985	1.016
Position	.039	.046	.050	.856	.393	.958	1.044
CSR Valuing	.042	.040	.062	1.064	.288	.961	1.041
TR	-.028	.062	-.034	-.444	.658	.545	1.835
CSR	.151	.100	.131	1.505	.133	.423	2.364
TL	.079	.077	.079	1.015	.311	.530	1.888
CSR X TL	-.003	.068	-.002	-.037	.970	.799	1.251

Appendix D3: Common Method Bias Analysis

Common Method Bias – SPSS – Analyze > Dimension Reduction > Factor (1) – Harman's One-Factor Test
DB 2023.01.27

Total Variance Explained

Component	Initial Eigenvalues					Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.681	25.880	25.880	12.681	25.880	25.880
2	5.046	10.298	36.178			
3	2.719	5.548	41.726			
4	2.568	5.240	46.966			
5	1.944	3.966	50.933			
6	1.679	3.427	54.359			
7	1.309	2.672	57.031			
8	1.273	2.597	59.629			
9	1.127	2.299	61.928			
10	0.981	2.002	63.930			
11	0.964	1.968	65.898			
12	0.930	1.898	67.796			
13	0.864	1.764	69.559			
14	0.857	1.749	71.309			
15	0.815	1.662	72.971			
16	0.771	1.573	74.544			
17	0.708	1.446	75.989			
18	0.687	1.401	77.391			
19	0.668	1.364	78.754			
20	0.626	1.278	80.032			
21	0.585	1.194	81.226			
22	0.567	1.157	82.383			
23	0.562	1.147	83.530			
24	0.530	1.082	84.613			
25	0.511	1.042	85.655			
26	0.487	0.993	86.648			
27	0.458	0.935	87.583			
28	0.441	0.901	88.484			
29	0.416	0.849	89.333			
30	0.376	0.767	90.100			
31	0.364	0.743	90.842			
32	0.359	0.733	91.575			
33	0.339	0.692	92.267			
34	0.334	0.681	92.949			
35	0.316	0.644	93.593			
36	0.306	0.625	94.217			
37	0.293	0.598	94.815			
38	0.285	0.582	95.398			
39	0.275	0.561	95.959			
40	0.268	0.548	96.506			
41	0.243	0.495	97.001			
42	0.235	0.480	97.481			
43	0.219	0.448	97.929			
44	0.215	0.438	98.367			
45	0.187	0.381	98.748			
46	0.179	0.366	99.114			
47	0.161	0.329	99.443			
48	0.146	0.297	99.740			
49	0.128	0.260	100.000			

Extraction Method: Principal Component Analysis.

Interpretation:
If the total variance extracted by one factor exceeds 50%, common method bias is present.
There is no problem in this data since the total variance extracted by one factor is less than the recommended threshold of 50%.

Appendix E: Hypotheses H1, H2a, H2b, H2c Results
Models 2: Predictors = Control Variables + CSR

Variables	Unstandardized B	Coefficients Std Error	Standardized Beta	t	Sig.
For H1: Dependent Variable = OCB					
Age	.121	.022	.304	5.586	<.001
Managerial Position	.069	.029	.128	2.358	.019
CSR Valuing	.078	.025	.168	3.093	.002
Traditional Reward (TR)	-.051	.040	-.094	-1.285	.200
CSR	.216	.056	.279	3.846	<.001
For H2a: Dependent Variable = MTL-AI					
Age	.010	.036	.015	.275	.784
Managerial Position	.355	.049	.400	7.230	<.001
CSR Valuing	-.006	.042	-.008	-.151	.880
Traditional Reward (TR)	.136	.067	.151	2.033	.043
CSR	-.065	.095	-.051	-.686	.494
For H2b: Dependent Variable = MTL-SN					
Age	.014	.026	.032	.544	.587
Managerial Position	.125	.035	.208	3.581	<.001
CSR Valuing	.050	.030	.096	1.654	.099
Traditional Reward (TR)	-.022	.048	-.036	-.465	.642
CSR	.180	.067	.208	2.685	.008
For H2c: Dependent Variable = MTL-NC					
Age	.173	.034	.293	5.137	<.001
Managerial Position	.037	.045	.046	.812	.418
CSR Valuing	.048	.039	.070	1.223	.222
Traditional Reward (TR)	-.023	.062	-.028	-.366	.715
CSR	.204	.087	.178	2.332	.020

Appendix F: Hypotheses H3, H4a, H4b, H4c Results
H3 Outcomes

Models (OCB)	Model 1		Model 2		Model 3		Model 4	
Steps	Unstd B	*Std Beta*	Unstd B	*Std Beta*	Unstd B	*Std Beta*	Unstd B	*Std Beta*
Step 1: Control Variables								
Age	**.121 ****	*.305 ***	**.121 ****	*.304 ***	**.121 ****	*.304 ***	**.124 ****	*.312 ***
Managerial Position	**.073 ***	*.137 **	**.069 ***	*.128 **	**.069 ***	*.129 **	.042	*.078*
CSR Valuing	**.076 ****	*.164 ***	**.078 ****	*.168 ***	**.077 ****	*.167 ***	**.070 ****	*.151 ***
Traditional Reward (TR)	.050	*.092*	-.051	*-.094*	-.052	*-.095*	-.061	*-.112*
Step 2: add CSR			H1 Supported					
CSR			**.216 ****	*.279 ***	**.213 ****	*.275 ***	**.250 ****	*.323 ***
Step 3: add Leadership								
SL					.004	*.008*	.035	*.076*
Step 4: Moderation Eff.							H3 Supported	
CSR x SL							**.136 ****	*.269 ***
Analyses								
R2	.165		.208		.208		.270	
Delta R2			.043		.		.062	
F2 (Cohen Effect Size)			.054				.085	
F2 (Effect Size M4 / M1)							.144	

(*) Statistical Significance p < .05.   (**) Statistical Significance p < .01

Unstd B = Unstandardized B, Std Beta = Standardized Beta.

```
OUTCOME VARIABLE:
 OCB

Model Summary
          R          R-sq          MSE           F          df1          df2           p
      ,5193         ,2697         ,2174      14,1890       7,0000     269,0000        ,0000

Model
             coeff          se           t           p          LLCI         ULCI
 constant    3,3760       ,1685      20,0394        ,0000       3,0443       3,7077
 CSR12mc      ,2504       ,0619       4,0472        ,0001        ,1286        ,3722
 SL7mc        ,0347       ,0321       1,0802        ,2810      -,0285        ,0979
 Int_1        ,1356       ,0285       4,7559        ,0000        ,0795        ,1917
 D06          ,1242       ,0209       5,9471        ,0000        ,0831        ,1653
 D09          ,0418       ,0287       1,4571        ,1463      -,0147        ,0984
 D13          ,0698       ,0243       2,8686        ,0045        ,0219        ,1178
 TR          -,0610       ,0388      -1,5710        ,1174      -,1374        ,0154

Product terms key:
 Int_1      :          CSR12mc    x          SL7mc

Test(s) of highest order unconditional interaction(s):
      R2-chng         F          df1          df2           p
 X*W      ,0614      22,6185       1,0000     269,0000        ,0000
 ----------
    Focal predict: CSR12mc    (X)
          Mod var: SL7mc      (W)

Conditional effects of the focal predictor at values of the moderator(s):

    SL7mc        Effect         se           t           p          LLCI         ULCI
   -1,2331       ,0832        ,0672       1,2391        ,2164      -,0490        ,2154
    ,1954        ,2769        ,0628       4,4077        ,0000        ,1532        ,4006
   1,1954        ,4125        ,0743       5,5488        ,0000        ,2661        ,5588
*********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:
  95,0000
```

H4a Outcomes

Models (MTL-AI)	Model 1		Model 2		Model 3		Model 4	
Steps	Unstd B	*Std Beta*	Unstd B	*Std Beta*	Unstd B	*Std Beta*	Unstd B	*Std Beta*
Step 1: Control Variables								
Age	.010	*.015*	.010	*.015*	.007	*.010*	.011	*.016*
Managerial Position	**.354 ****	***.398 ****	**.355 ****	***.400 ****	**.351 ****	***.395 ****	**.322 ****	***.363 ****
CSR Valuing	-.006	*-.008*	-.006	*-.008*	.003	*-.004*	-.017	*-.022*
Traditional Reward (TR)	**.106 ***	***.117 ****	**.136 ***	***.151 ****	**.145 ***	***.160 ****	**.143 ***	***.158 ****
Step 2: add CSR			**H2a Not Supported**					
CSR			-.065	*-.051*	.024	*.019*	.035	*.027*
Step 3: add Leadership								
TL					-.133	*-.120*	-.031	*-.028*
Step 4: Moderation Eff.							**H4a Supported**	
CSR x TL							**.273 ****	***.227 ****
Analyses								
R2	.183		.185		.193		.234	
Delta R2			.002		.008		.041	
F2 (Cohen Effect Size)							.054	
F2 (Effect Size M4 / M1)							.067	

(*) Statistical Significance p < .05.   (**) Statistical Significance p < .01

Unstd B = Unstandardized B, Std Beta = Standardized Beta.

```
OUTCOME VARIABLE:
 MTLAI

Model Summary
         R          R-sq          MSE          F          df1          df2          p
     ,4841       ,2344        ,6276     11,7655      7,0000    269,0000        ,0000

Model
                coeff           se            t            p          LLCI         ULCI
constant       2,0696        ,2843       7,2804        ,0000       1,5099       2,6293
CSR12mc         ,0347        ,1054        ,3291        ,7423       -,1729        ,2423
TL7mc          -,0311        ,0815       -,3809        ,7036       -,1916        ,1295
Int_1           ,2730        ,0719       3,7990        ,0002        ,1315        ,4144
D06             ,0107        ,0355        ,3008        ,7638       -,0593        ,0806
D09             ,3224        ,0484       6,6544        ,0000        ,2270        ,4178
D13            -,0165        ,0418       -,3953        ,6930       -,0989        ,0658
TR              ,1431        ,0654       2,1894        ,0294        ,0144        ,2718

Product terms key:
 Int_1    :          CSR12mc    x          TL7mc

Test(s) of highest order unconditional interaction(s):
      R2-chng          F          df1          df2          p
X*W      ,0411     14,4327       1,0000    269,0000        ,0002
----------
    Focal predict: CSR12mc   (X)
          Mod var: TL7mc     (W)

Conditional effects of the focal predictor at values of the moderator(s):

    TL7mc        Effect          se            t            p          LLCI         ULCI
   -,7282       -,1641        ,1164      -1,4091        ,1600       -,3933        ,0652
    ,1289        ,0699        ,1061        ,6588        ,5106       -,1390        ,2788
    ,8432        ,2649        ,1230       2,1529        ,0322        ,0226        ,5071
```

H4b Outcomes

Models (MTL-SN)	Model 1		Model 2		Model 3		Model 4	
Steps	Unstd B	Std Beta	Unstd B	Std Beta	Unstd B	Std Beta	Unstd B	Std Beta
Step 1: Control Variables								
Age	.014	.032	.014	.032	.014	.032	.017	.037
Managerial Position	.128 **	.214 **	.125 **	.208 **	.125 **	.209 **	.109 **	.182 **
CSR Valuing	.048	.093	.050	.096	.049	.094	.038	.073
Traditional Reward (TR)	.062	.117	-.022	-.036	-.023	-.037	-.024	-.039
Step 2: add CSR			H2b Supported					
CSR			.180 **	.208 **	.173 *	.200 *	.180 *	.207 *
Step 3: add Leadership								
TL					.010	.014	.067	.090
Step 4: Moderation Eff.							H4b Supported	
CSR x TL							.152 **	.186 **
Analyses								
R2	.075		.099		.099		.127	
Delta R2			.024				.028	
F2 (Cohen Effect Size)			.027				.032	
F2 (Effect Size M4 / M1)							.060	

(*) Statistical Significance p < .05.   (**) Statistical Significance p < .01

Unstd B = Unstandardized B, Std Beta = Standardized Beta.

```
OUTCOME VARIABLE:
 MTLSN4

Model Summary
      R          R-sq         MSE          F          df1         df2           p
    ,3560       ,1267       ,3259       5,5775      7,0000    269,0000        ,0000

Model
             coeff          se           t           p          LLCI         ULCI
constant     3,2595       ,2048      15,9128       ,0000       2,8563       3,6628
CSR12mc       ,1795       ,0760       2,3623       ,0189        ,0299        ,3291
TL7mc         ,0673       ,0588       1,1452       ,2531       -,0484        ,1830
Int_1         ,1515       ,0518       2,9257       ,0037        ,0495        ,2534
D06           ,0165       ,0256        ,6454       ,5192       -,0339        ,0669
D09           ,1091       ,0349       3,1244       ,0020        ,0403        ,1778
D13           ,0380       ,0301       1,2612       ,2083       -,0213        ,0973
TR           -,0236       ,0471       -,5003       ,6173       -,1163        ,0692

Product terms key:
 Int_1    :        CSR12mc    x        TL7mc

Test(s) of highest order unconditional interaction(s):
      R2-chng         F          df1         df2           p
X*W      ,0278      8,5598      1,0000    269,0000        ,0037
----------
     Focal predict: CSR12mc    (X)
          Mod var: TL7mc       (W)

Conditional effects of the focal predictor at values of the moderator(s):

     TL7mc       Effect         se           t           p          LLCI         ULCI
    -,7282       ,0692       ,0839        ,8247       ,4103       -,0960        ,2344
     ,1289       ,1990       ,0765       2,6032       ,0097        ,0485        ,3496
     ,8432       ,3072       ,0887       3,4654       ,0006        ,1327        ,4818
```

H4c Outcomes

Models (MTL-NC)	Model 1		Model 2		Model 3		Model 4	
Steps	Unstd B	Std Beta	Unstd B	Std Beta	Unstd B	Std Beta	Unstd B	Std Beta
Step 1: Control Variables								
Age	.173 **	.294 **	.173 **	.293 **	.175 **	.296 **	.175 **	.296 **
Managerial Position	.041	.052	.037	.046	.039	.049	.039	.050
CSR Valuing	.046	.067	.048	.070	.042	.061	.042	.062
Traditional Reward (TR)	.073	.090	-.023	-.028	-.028	-.034	-.028	-.034
Step 2: add CSR			H2c Supported					
CSR			.204 *	.178 *	.151	.132	.151	.131
Step 3: add Leadership								
TL					.080	.080	.079	.079
Step 4: Moderation Eff.							H4c Not Supported	
CSR x TL							-.003	-.002
Analyses								
R2	.111		.129		.133		.133	
Delta R2			.018		.004		.	
F2 (Cohen Effect Size)			.021					
F2 (Effect Size M4 / M1)							.025	

(*) Statistical Significance p < .05.   (**) Statistical Significance p < .01

Unstd B = Unstandardized B, Std Beta = Standardized Beta.

```
*********************************************************************
OUTCOME VARIABLE:
 MTLNC4

Model Summary
         R        R-sq        MSE          F         df1         df2           p
     ,3642      ,1326      ,5657      5,8766      7,0000    269,0000       ,0000

Model
             coeff          se           t           p        LLCI        ULCI
constant    2,2931        ,2699      8,4967       ,0000      1,7617      2,8244
CSR12mc      ,1507        ,1001      1,5052       ,1334      -,0464       ,3478
TL7mc        ,0786        ,0774      1,0152       ,3109      -,0738       ,2310
Int_1       -,0026        ,0682      -,0375       ,9702      -,1369       ,1317
D06          ,1746        ,0337      5,1762       ,0000       ,1082       ,2410
D09          ,0394        ,0460       ,8560       ,3928      -,0512       ,1299
D13          ,0423        ,0397      1,0642       ,2882      -,0359       ,1204
TR          -,0275        ,0620      -,4438       ,6575      -,1497       ,0946

Product terms key:
 Int_1    :          CSR12mc   x        TL7mc

Test(s) of highest order unconditional interaction(s):
       R2-chng          F         df1         df2           p
X*W      ,0000        ,0014      1,0000    269,0000       ,9702

*********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:
   95,0000

------ END MATRIX -----
```

Appendix G: Post Hoc Results

CSR vs CSRE vs CSRI

	R2	Significant Relationships (Model 4)	
		Interaction	Others
OCB			
CSR	.270	CSR x SL **	CSR **
CSRE	.248	CSRE x SL **	CSRE **
CSRI	.243	CSRI x SL **	CSRI **
MTL-AI			
CSR	.234	CSR x TL **	
CSRE	.221	CSRE x TL **	
CSRI	.234	CSRI x TL **	
MTL-SN			
CSR	.127	CSR x TL **	CSR *
CSRE	.105	CSRE x TL *	
CSRI	.134	CSRI x TL **	CSRI **
MTL-NC			
CSR	.133		
CSRE	.134		
CSRI	.129		

(*) Statistical Significance $p < .05$. (**) Statistical Significance $p < .01$

Conclusion:

Based on R^2 Analyses:

CSRE > CSRI for OCB and MTL-NC profiles (collectivism values)

CSRI > CSRE for MTL-AI and SN profiles (more individualistic)

It makes sense that CSRE (External = Society, Environment) impacts more collectivistic individuals,

whereas more individualistic profiles are more impacted by CSRI (Internal = employees).

However, no conclusion should be drawn as R^2 gaps are small, and probably not significant.

SL – TL Swap

	R2	Significant Relationships (Model 4)	
		Interaction	Others
OCB			
SL (original)	.270	CSR x SL **	CSR **
TL	.265	CSR x TL **	CSR **
MTL-AI			
TL (original)	.234	CSR x TL **	
SL	.222	CSR x SL **	
MTL-SN			
TL (original)	.127	CSR x TL **	CSR *
SL	.123	CSR x SL **	CSR **
MTL-NC			
TL (original)	.133		
SL	.131		

(*) Statistical Significance $p < .05$.   (**) Statistical Significance $p < .01$

Conclusion:

R^2 Analyses: Based on the SAP paradigm, expectations that SL > TL on OCB, and TL > SL on MTL.

This is effectively the case but with no significant difference.

PS: Very strong unexpected SL-TL correlation (.83) in this study.

Appendix H: Summary Of Literature and My Findings

Literature Says	Literature Does Not Say	Main Findings
Primary Effects (H1 & H2)		
CSR is a positive antecedent of Employees' Positive Outcomes (Job Satisfaction, Engagement, OCB)	No study on the Effects of CSR on MTL	**F1) MTL seems to be a new positive outcome of CSR (H2).** OCB is a CSR consequence (H1), as expected (prior research). **Consequently, ABV too.**
Interaction Effects (H3 & H4)		
CSR combined with Transformational Leadership (CSR x TL) seems to enhance OCB. Goswami's study (2018) in the USA	No such Study of (CSR x TL) on MTL	**F2) CSR combined with Leadership (SL/TL) generates positive Above and Beyond Outcomes (OCB/MTL) in the USA.**
Servant Leadership combined with CSR (CSR x SL) shows OCB enhancement. A few Studies in Asia.	No such Study of (CSR x SL) on OCB found in America	NEW: CSR x TL -> MTL (H4) and CSR x SL -> OCB (H3). Study run in the USA.
Others – Post Hoc Studies		
Theory: the Similarity Attraction Paradigm (SAP) states that Employees better regard and evaluate their Supervisors with similar characteristics.	SAP does not state that followers are inclined to go the extra mile, for their similar leader (is my assumption with SL=OCB and TL=MTL)	F3) Leadership Styles SL and TL do not significantly differ in their impact. Does not seem to justify the use of SAP
		F4) CSR External and CSR Internal = same results as CSR
Others – Post Hoc Observations		
		F5) OCB > MTL as a consequence of CSR and CSR x Leadership (R^2 variance explained and p-values)
Consistency -between CSR and Ethical Leadership- seems to matter. De Roeck (2018a) in Asia.	No such Consistency Study searched for/found in the USA	**F6) Consistency between CSR and Leadership seems to matter also in the USA. (**Here SL and TL, vs. Ethical L. in Asia.**)** **A poor CSR may ruin Higher Leadership Efforts.**

VITA

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EDUCATION

Doctor of Business Administration, J. Mack Robinson College of Business, Georgia State University, Atlanta, Georgia, Summer 2024.

Master of Business Administration, Bloch School of Management, University of Missouri – Kansas City, Kansas City, Missouri, May 2020.

Master of Science in Computer Science, Conservatoire National des Arts et Métiers, Paris, France, February 1993.

Master in Management, EDHEC Business School, Lille, France, June 1987.

PROFESSIONAL PROFILE OVERVIEW

Dominique Bergere is a former French entrepreneur who consecutively served as Export Manager -traveled in 45 countries-, COO, and CEO for over 25 years in a family-owned midsize company of 400 employees based in Europe and the USA. In 2016, the business was successfully sold to the farm machinery world leader. Dominique stayed for 2.5 years to serve as a Strategic Adviser and to facilitate the transition. Since then, he became interested in research on Corporate Social Responsibility (CSR), and Leadership Styles as potential motivators of employees' wellbeing. Dominique also enjoys contributing to Advisory Committees of small and midsize businesses evolving in international contexts.

CONFERENCE PRESENTATIONS

"Effect of Perceived Corporate Social Responsibility on Employee Motivation and Willingness to Lead." D. Bergere, C. Davis, P. Davis, & T. Maurer. Presented research in progress at the Doctoral Consortium during the Engaged Management Scholarship 2021 Conference hosted by Florida International University in September 2021.