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Master Thesis

An Investigation of Enhancing Moderators for the CSR-AC
Relationship

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Abstract

A substantial amount of research indicates that there is a positive relationship between employees' perception of their workplace's degree of *corporate social responsibility* (CSR) and *affective commitment* (AC). Yet, little is known about how the employee's cognitive processes modify this relationship. First, drawing on the *self-concern and other-orientation as moderators* (SCOOM) hypothesis (De Dreu & Nauta, 2009), the current thesis tests the hypothesis that the relationship is enhanced by cognitive processes rooted in *other-orientation* (OO): Being biased towards information that is relevant to outcomes on the collective level increases the employees' AC to the organisation when they have a positive evaluation of its CSR climate. Further, as previous studies indicate that *perceived organisational support* (POS) positively enhances the effect of CSR on AC, the study also aims to investigate whether organisational support will act as a moderator in a new context. A cross-sectional study was carried out to test these hypotheses. The study was set in the legal industry, through the collection of data from Norwegian law firms, a largely neglected context for research on CSR and AC. The main findings indicate that OO is insignificant for the CSR-AC relationship, while the statistically significant moderating effect of POS was replicated. Theoretical and managerial implications are discussed.

Keywords: affective commitment; corporate social responsibility; perceived organisational support; other-orientation; Norway; law firm; legal industry; private sector

Introduction

As the interest for the effect of *corporate social responsibility* (CSR) initiatives on various stakeholders has increased, the concept takes up increasingly more space in the public, corporate, and scientific discourse. The stakeholder groups focused upon vary with the inquirer, industry, or the business in question. Amongst I/O psychologists and managers, the impact of CSR initiatives on internal stakeholders has been of particular interest. In general, the question has been what impact a business' approach to CSR has on the workforce. More recently, this question is narrowed in to the relationship between CSR and employees' wish to stay and contribute to the business – their *affective commitment* (AC) to their workplace.

Research on the CSR-AC association indicates that there is a positive relation between the two (Ditlev-Simonsen, 2015; Farooq, Payaud, Merunka, & Valette-Florence, 2014; Mueller, Hattrup, Spiess, & Lin-Hi, 2012; Nejati & Ghasemi, 2013; Turker, 2009) and that this relation is partly mediated by *organisational identification* as described by *social identity theory* (Farooq et al., 2014). Further, the relation is positively moderated by cultural value dimensions on the national level such as *high humane orientation*, *institutional collectivism*, *ingroup collectivism*, and *future orientation* (Mueller et al., 2012), and on the individual level through *masculinity orientation* (Hofman & Newman, 2014).

Though multileveled values appear to have an enhancing impact on the CSR-AC relationship (Hofman & Newman, 2014; Mueller et al., 2012), little empirical attention has been directed towards the moderating quality of cognitive processes. Based on the *organisational support theory* (Kurtessis et al., 2017), the employee's *perceived organisational support* (POS) will be investigated for its enhancing moderation effect. Previous research efforts have found POS, which is the outcome of attributional cognitive processes, to positively modify the CSR-AC relationship (Ditlev-Simonsen, 2015). This relationship is yet to be tested in the private sector of the Norwegian legal industry. Therefore, one of the two main objectives in this thesis is to investigate whether the already established moderation effect is replicable in a new context. The second objective is to examine cognitive moderation of biased information processing on the CSR-AC relationship. Will a bias towards collective-relevant information strengthen the positive CSR-AC relationship? The thesis will draw from the conceptual

framework proposed in the *self-concern and other-orientation as moderators* (SCOOM) hypothesis (De Dreu & Nauta, 2009). The core premise in the SCOOM hypothesis is that peoples' cognitions are guided towards, assess, and act upon different types of information based on the cognitive style that is most activated at the given point in time. It is expected that the cognitive style *other-orientation* (OO) will act as an enhancing moderator for the CSR-AC relationship, as it predisposes the focus of the individual's information search to turn towards input that is relevant to the outcomes for the collective as a whole. To what degree people are predisposed to use OO at any given point in time is suggested to be shaped by intrinsic dispositional and contextual factors (De Dreu, 2006; De Dreu & Nauta, 2009).

The identification of a moderated relationship would hold several practical implications, as employees' AC can be used to predict outcomes relevant to businesses both on the individual level and organisational level, such as reduced intended and manifested turnover, stress, and increased job performance and organisational citizenship behaviour (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). If POS is found to be a significant moderator for the CSR-AC relationship, the firm may benefit from increasing the presence of supportive-enhancing situational factors in the work environment. If OO proves to enhance the CSR-AC relationship, firms may benefit from adapting the workplace so as to create a context in which the activation of the cognitive style is facilitated. Additionally, the potential of OO as a moderator will lay grounds for a new line of research; What are the best practices to engage employees in OO-processing?

To investigate the proposed POS- and OO-moderated CSR-AC model, data will be collected from two private law firms based in Norway, as this is an industry largely neglected area in research on CSR. Before embarking on the empirical section, previous work on and knowledge in the CSR, AC, POS, and OO domains will be addressed.

Corporate Social Responsibility

Historical Development: A Synopsis

Since the 1960s, the scope of corporate responsibilities has been a topic for discussion and a wide range of conceptualizations has been proposed (Carroll, 1991). While some argue that the sole corporate responsibility of economic units

is to increase shareholder value (Friedman, 1970), it is increasingly recognized that not all corporate responsibilities are transactional, and shareholder focused. Rather, corporate responsibilities should be directed towards both internal and external stakeholders with varying connections to the economic and technical interests of the firm (e.g., shareholders, employees, customers, local community, and society at large) and include initiatives that takes economic, legal, ethical, and philanthropic considerations (Carroll, 1991). When such considerations are made through the application of a stakeholder perspective, the firm displays *corporate social responsibility* (CSR). The choice of and emphasis on different stakeholder group has varied throughout the development of the CSR concept and in line with the focus of the specific academic. Moreover, the discussion regarding whether CSR should be purely altruistic or can connect to economic interests continues.

CSR does not necessarily need to be based on philanthropic redistribution of limited resources. It can also be profitable, if integrated and managed appropriately into the core business strategy. When this is done through a multiple stakeholder lens, considering both economic and societal issues, CSR can become a source to differentiation and sustainable competitive advantage through *shared value creation* (Porter & Kramer, 2011). This shared value creation emphasis on CSR is increasingly taking prominence in the global business context; both economic and societal values should be generated through business activities. For example, the European Commission's definition of CSR treats the concept as a process that should be integrated into the core strategy of the business model with the aim to increase value for all relevant stakeholders and prevent potential risks associated with business operations (The European Commission, 2011).

As economic and societal value is increasingly seen as intertwined, more pressure is placed on CSR-related measuring and reporting. International standards are being developed and made available for businesses, providing firms of all sizes the possibility to utilize key performance indicators so as to assess their local and global impact (e.g., the United Nations Global Compact, OECDS Guidelines for Multinational Enterprises, and ISO 26000 Guidance Standard on Social Responsibility). Further, shared goals have been determined, such as the UNs Sustainable Development Goals (United Nations, 2015). The 17 outlined issues can be used as a road map by strategists, analysing these issues for the best fit with their business strategy, competencies (actual or potential), and value

configuration operations. By finding the best fit, a well-developed approach to CSR can be integrated into the backbone of the firm.

How CSR activities can be configured to simultaneously create both social and economic value will depend on the value configuration strategy and technologies of the specific firm (Porter & Kramer, 2011; Stabell & Fjeldstad, 1998). In *value chains*, CSR can be integrated into the core operations by making inputs more environmentally sustainable, changing the input/output transformation process, adjusting inbound and outbound logistics, reducing industrial waste, discontinuing child labour practices, etc. This approach is well-illustrated by Nestlé and their use of the UN Sustainable Development Goals as framework for their business strategy (Nestlé, 2017). *Value networks* can create shared value by ensuring that the value generating mediating services provided by the business address societal issues and concerns in addition to providing the firm a competitive advantage (Porter & Kramer, 2011; Stabell & Fjeldstad, 1998). Telenor's entry in Pakistan and Myanmar through the digital birth registration projects, where the issue of lacking registration of new born babies in rural areas is addressed by technological solutions provided by Telenor, are examples of this (Telenor Group, 2018). In *value shops*, the shared value approach to CSR is challenged. This business model facilitates value configuration by solving customer specific issues, making their core revenue generation more knowledge intensive compared to the aforementioned models (Stabell & Fjeldstad, 1998). This is illustrated in the legal industry.

Social Responsibilities and the Legal Industry

Law firms configure value based on the core premises outlined in the value shop model. The primary activities are rooted in a cyclical process where issues are to be identified and acquired (i.e., getting customers), identify and apply the best suited solutions for the client, and control/evaluate the success of the outcome (Stabell & Fjeldstad, 1998). Identifying a natural place in these activities where creating shared value is an opportunity is challenging.

Current research on CSR in law firms indicates that their CSR activities can be divided in three categories: (1) pro bono and ad hoc sponsoring of various causes and groups, (2) redesign of physical spaces and creating more sustainable agreements with suppliers so as to become more environmentally friendly, and (3)

focusing on workforce diversity and inclusiveness (Vaughan, Thomas, & Young, 2015). Though ethically responsible initiatives, they appear to have no or limited direct economic value for the firm. Rather, such activities involve redistribution of resources that already exist within the firm, and do not generate new value or "expand the pie". The closest legal firms get to creating shared value through CSR initiatives is through diversity and inclusion-focused activities. The case could be made that pro bono initiatives hold economic value for the firm by supporting and enhancing the firm's reputation (Vaughan et al., 2015), which is a key value driver for firms based on the value shop approach to value configuration (Stabell & Fjeldstad, 1998). Yet, the economic impact is indirect rather than directly enhancing the law firm's competitive advantage, breaking with the expectations made to CSR activities rooted in the ideal of shared value (Porter & Kramer, 2011). This may also explain why there is limited academic literature on CSR in context of the legal industry.

The three main streams in the legal industry's approach to CSR have been thoroughly assessed in various academic fields. Yet, few efforts have been made to link this into a more comprehensive investigation of CSR and its position in the legal industry. Vaughan, Thomas, and Young's above cited study from 2015 is one of the very few scientific inquiries of this area, as of today. In their article, the authors argued that the legal industry approach to CSR is more symbolic than substantive. Little focus has been directed towards identifying and reporting specific reasons for engaging in CSR initiatives or their performance on key performance indicators (Vaughan et al., 2015). This tendency may potentially be related to the aforementioned observation that diversity and inclusion stand more or less isolated as potential means for creating shared value that law firms can integrate in their core business strategies.

Chapter Summary

In this chapter, we have seen that the responsibilities of businesses have developed from concerning shareholders only to including other stakeholder groups, from redistributing resources to creating mutually beneficial value. We have also seen that the methods chosen for doing this will depend on the value configuration logic of the specific firm. Certain value configurations are more challenging to align with a shared value. The thesis will look into this by studying

how employees' perception of CSR manifests when situated in a law firm, as firms based on the value shop logic are largely neglected in the CSR literature. In the next section, the concept of *affective commitment* as a part of *organisational commitment* will be outlined, followed by a literature review of the connection between CSR and affective commitment.

Organisational Commitment

A General Model for Workplace Commitment

Commitment in the workplace, generally understood as the force binding an individual to a target-directed course of actions (Meyer & Herscovitch, 2001), is a heavily researched topic among academics interested in organisational behaviour and human resource management and its systematic inquiry can be traced back to the 1960s (Gosh & Swamy, 2014). Various interpretations of the qualities of commitment have been presented. This includes, but is not limited to, differing emphasis on the concept's dimensionality (unidimensional versus multidimensional), target (actions versus entities), antecedents, and outcomes (Gosh & Swamy, 2014; Meyer & Herscovitch, 2001).

A comprehensive meta-analysis of the published literature on commitment up until 2001 identified a commonality within these various perspectives: the essence of *commitment* is a psychological state (or *mindset*) within the individuals, making them intertwined with their respective target (Meyer & Herscovitch, 2001). A broad definition of the construct was proposed, where *commitment* refers to "[…] a force that binds an individual to a course of action of relevance to one or more targets." (Meyer & Herscovitch, 2001, p. 308). Evident from this definition, the employee can be committed to various entities or actions, such as the organisation, the leader, a team, or their career. Commitment is distinct from other psychological factors affecting workplace behaviour due to its stabilizing property, making employees engage in a course of action that may conflict with personal interests, such as going against exchange-based motivation or attitudes (Meyer & Herscovitch, 2001).

The current thesis will focus on *organisational commitment* through the lens of Meyer and Allen's three-component approach (Meyer & Allen, 1984; Meyer & Allen, 1991; Meyer & Allen, 1997), as this arguably has generated most

research efforts over the last few decades (Gosh & Swamy, 2014; Meyer & Herscovitch, 2001).

The Three-Component Model of Organisational Commitment

Constructed to unite the preceding conceptualisations, commitment is recognised as a dynamic psychological state binding and intertwining the individual with its respective organisation (Allen & Meyer, 1990; Meyer & Allen, 1984), placing the organisation as the focal target for the employee's commitment. The three-component model is therefore an entity-directed model of *organisational commitment* (OC) rather than a behavioural-directed model, though it is recognized that commitment is associated with certain behavioural outcomes (Meyer & Herscovitch, 2001).

Conceived as a multidimensional concept, OC is comprised of three distinct components: *affective commitment* (AC), *normative commitment*, and *continuance commitment*. Each component is associated with qualitatively distinguishable psychological states, which holds certain implications: they have different antecedents, produce different workplace experiences for the employees, and different behavioural enactments in the workplace. Followingly, three distinct scales were developed to assess each component individually (Allen & Meyer, 1990). When these scores are combined, the employee's commitment profile is accounted for (Allen & Meyer, 1990; Meyer & Allen, 1984; Meyer & Allen, 1991; Meyer & Allen, 1997; Meyer & Herscovitch, 2001). AC refers to a state where the employee's attachment to the organisation is rooted in a wish to be loyal to and remain in the organisation. A high score on the scale measuring AC will manifest in the employee as a high "emotional attachment to, identification with, and involvement in, the organization" (Allen & Meyer, 1990, p. 1). They experience their organisationally directed actions as purposeful (Meyer & Herscovitch, 2001, p. 308). A high score on normative commitment, on the other hand, is reflected in the employee's experience of moral obligation towards their place of employment (Gosh & Swamy, 2014; Meyer & Allen, 1997). Lastly, continuance commitment is of a more instrumental nature, driven by economic incentives. Specifically, continuance commitment is defined as the intertwining psychological state "[…] based on the costs that the employees associate with leaving the organisation" (Allen & Meyer, 1990, p. 1). Measurements of

continuance commitment, which is driven by perceived costs, should be done using a scale designed to consider the employee's OC based on perceived turnover costs (Gosh & Swamy, 2014; Meyer & Allen, 1997).

The employee-organisation bond created by OC is proposed to hold the potential for complex beneficial outcomes: committed employees are more effective and persistent in their contributions, experience the workplace more positively, and regard the risk of potential costs of participation as relatively low (Meyer & Allen, 1997, p. 3-4). Ultimately, high OC will be reflected in employee attitudes through reduced turnover intentions (Meyer & Allen, 1997). However, research on the predictive power of the various OC components on a variety of individual and business relevant outcomes has found AC to be of most value. A large-scale meta-analysis of research findings from 155 independent samples up until 2002, including over 50,000 employees, found that AC, in general, is the strongest predictor for a range of OC-related focal and discretionary behaviours and outcomes (Meyer et al., 2002), indicating that this is the OC component of most practical value in a business setting. Furthermore, the current literature on commitment indicates that the core of OC is the emotional attachment to the firm through AC (Mercurio, 2015). AC should therefore be warranted extra attention by both researchers and businesses (Cooper-Hakim & Viswesvaran, 2005; Mercurio, 2015; Meyer et al., 2002; Solinger, van Olffen, & Roe, 2008).

The current chapter and the continued thesis will therefore focus on AC. First, its relevance to the corporate world will be outlined by looking at its associated consequences. Second, antecedents of AC will be presented, as manipulation of these allows for the shaping of AC to favour the individual employee's welfare and the firm's interest.

Consequences of affective commitment.

For AC to hold any practical interest in a corporate setting, knowledge about its associated consequences is called for. A meta-analysis found that elevated levels of AC hold beneficial outcomes, both for the individual employee and on the organisational level (Meyer et al., 2002).

On the individual level, a negative relationship was found between AC and *stress* as well as AC and *work-family conflict.* On the organisational level, increased AC reduce the degree of *absenteeism*, *manifested turnover*, and

employee cognition about *withdrawal* or *pure turnover intent*. Further, positive associations were found between AC and *job performance* in addition to increased *organisational citizenship behaviours* (Meyer et al., 2002). These relationships were consistent and significant across the analysed studies, regardless of whether they were based on self-reported or supervisor-reported data and within or outside North-America, though minor variations in the strength of the relationships were observed (Meyer et al., 2002). Later attempts at testing and replicating these findings have been successful in adding cumulative support to the importance of AC for such outcomes (Cooper-Hakim & Viswesvaran, 2005; Mercurio, 2015; Schmidt, 2007; Solinger et al., 2008). Additionally, higher scores on AC positively correlate with on-work behavioural tendencies such as *helping others*, *information sharing*, and *working extra hours* (Solinger et al., 2008).

In practice, these findings indicate that an employee with a high wish to contribute to the workplace is more likely to enact their role in a satisfactory manner and even contribute beyond formal role descriptions and what is reasonably expected. They are also less likely to leave or consider leaving the firm (i.e., lower *turnover* and *turnover intentions*), as well as displaying less *involuntary* and, possibly most importantly, *voluntary absenteeism* (Meyer et al., 2002). The firm can therefore expect that, compared to a low scoring employee, an employee with high AC will be both a more effective value generating contributor through high role and extra-role job performance, as well as cost less through reduced absence and potential turnover-costs. They are also more likely to display altruistic behaviours and conscientiousness in relation to their employment (Meyer et al., 2002; Solinger et al., 2008). It is reasonable to expect that increased altruism creates a positive and thriving inter-personal work environment that works self-reinforcing on the collective level of AC in the firm, as interpersonal relations and socialization is positively perceived by the involved parties, further enhancing AC (Mercurio, 2015). On the individual level, the firm can expect the employee to be less strained by the hardship of having to juggle demands from both work and private life and experience less stress in the workplace in the form of emotional exhaustion and burnout (Meyer et al., 2002; Solinger et al., 2008), possibly increasing resource availability for extraordinary performance and contribution to the firm.

High AC is beneficial and should be sought after by organisations across industries and sectors as it not only increases talent retention (Lam & Liu, 2014; Meyer & Allen, 1991; Meyer et al., 2002; Somers, 1995), but also increases the employee experience of unity with their workplace and engagement in behaviours that are beneficial to group objectives, such as organisational citizenship behaviour (Ashforth & Mael, 1989; Islam, Ahmed, Ali, & Sadiq, 2016).

Antecedents of affective commitment.

The aforementioned meta-analysis (Meyer et al., 2002) found that variations in demographics, as well as the individual level variables, alternatives, and work experiences precede and predict individual variation in AC, as predicted by the three-component model (Meyer & Allen, 1991; Meyer & Allen, 1997). Strongest of these predictors was the impact of the individual's experiences in or of the workplace (Meyer et al., 2002).

Demographic variables significantly and positively associated to precede AC was, in increasing order, how long the employee had occupied a particular professional role within the workplace (*position tenure*), *age*, and the extent of time spent in the given firm (*organisational tenure*). *Task self-efficacy* was the only consistently significant positive predictor for AC across the various studies, while employees' *external locus of control* acts as a negatively related antecedent (Meyer et al., 2002). Later research has also found some support for dispositional individual variance in AC, where higher scores on the personality traits *extraversion*, *agreeableness*, and *conscientiousness* precede high AC-scores (Kell & Motowidlo, 2012). As for the antecedent group "alternatives", both *transferability of skills* and *investments* were consistent positive AC-antecedents, albeit weak (Meyer et al., 2002).

In the *work experiences* category, the strongest significant antecedents of AC, ordered in an increasing positive effect size, were *procedural justice*, *distributive justice*, *transformational leadership*, *interactional justice* and *organisational support* (Meyer et al., 2002). These findings are supported by subsequent studies. For instance, enactment of a *responsible leadership style*, where trustful internal and external stakeholder relationships are built and cooperative action towards shared goals are facilitated, enhances AC within the workforce (Haque, Fernando, & Caputi, 2019). Other leadership styles have also

been found to positively influence AC, such as *transformational leadership* through the mediation of the employee's pride in following the leader as well as *empowering leadership* tendencies, where the leader provides their subordinates with autonomy and developmental support (Chan & Mak, 2014; M. Kim & Beehr, 2018; Meyer et al., 2002).

In addition, establishing a supporting work environment consistently predicts AC-levels, as reported by a literature review of 75 articles published in the period 2000-2015 (Mercurio, 2015). According to this review, experiencing the workplace as a positive arena for *socialization* and *interpersonal relationships* enhances AC. Furthermore, the employees' perception of organisational support through *high-committed human resource practices* holds the ability to enhance AC. Such practices include those directed towards *recruitment and selection*, *socialization*, *mentoring* and *social networking*, as well as *training and development* (Mercurio, 2015). The importance of perceived organisational support and high-committed human resource (HR) practices such as mentoring has been further emphasised in later studies (Lapointe & Vandenberghe, 2017; Meyer et al., 2002; Rhoades & Eisenberger, 2002; Rhoades, Eisenberger, & Armeli, 2001).

Another manner in which workplace experiences is found to precede and shape employee AC is through *CSR* initiatives (Ditlev-Simonsen, 2015; Farooq et al., 2014; Hofman & Newman, 2014; Meyer & Allen, 1997; Meyer, Allen, & Smith, 1993; Mueller et al., 2012; Nejati & Ghasemi, 2013; Turker, 2009). A large and robust empirical foundation indicates that the individual's positive perception of the workplace's CSR initiatives enhances AC and that this association is evident across both developed and developing nations (Brammer, Millington, & Rayton, 2007; Farooq et al., 2014; Hofman & Newman, 2014; Mueller et al., 2012; Nejati & Ghasemi, 2013; Turker, 2009). For example, a study of 1,084 employees from a total of 17 countries illustrated that the positive CSR-AC relationship appears cross-culturally, even after controlling for cultural context and differences in unemployment rates at the nation-level (Mueller et al., 2012).

Empirical inquiry indicate that the effect of CSR initiatives on AC is mediated through increased *organisational identification* and *trust* that their workplace will act in a manner that is considered favourable by and fair towards

various stakeholder groups (Ashforth, 2001; Ashforth & Mael, 1989; Bouraoui, Bensemmane, Ohana, & Russo, 2019; Farooq et al., 2014; Hofman & Newman, 2014; Islam et al., 2016; Lam & Liu, 2014). To illustrate, when stakeholders' needs and wishes are cared for through a firm's internal CSR (Mueller et al., 2012) and belongingness is perceived as prestigious (H. R. Kim, Lee, Lee, & Kim, 2010), for example through the reputational effects of external CSR, employee identification increase and promote higher AC.

Though research is consistently reproducing a CSR-AC relationship in a range of national, industrial, sectorial, and positional contexts (Nejati & Ghasemi, 2013), the findings of the effect of CSR initiatives directed at *various* stakeholder groups on AC differ. Some studies have found support for the positive effect of CSR initiatives directed both towards internal and external stakeholders on employees' AC (Brammer et al., 2007; Nejati & Ghasemi, 2013; Peterson, 2004; Turker, 2009). This association has been attributed to the external and internal initiative's impact on identification through increased perception of the firm as a fair and just workplace and actor in the competitive environment, and an experienced sense of pride (Farooq et al., 2014; Hofman & Newman, 2014; Turker, 2009).

However, not all CSR initiatives are equally effective predictors for AC. It has been argued that the relation between externally directed CSR and AC is limited to the Western culture (Hofman & Newman, 2014). In a study of the effect of Chinese employees' perception of their workplace's CSR on AC, internally directed CSR initiatives were found to have a larger impact than externally directed initiatives. Amongst various types of external CSR, only those initiatives directed towards government or customers had a significant positive relation to employee AC, while efforts aimed at the environment or society at large had insignificant relations to AC (Hofman & Newman, 2014). This is somewhat supportive of previous findings from a study set in Pakistan, where employee-directed CSR was found to have the highest significant impact on employee AC, followed by community-directed, then consumer-directed CSR. No significant impact of environmentally-directed CSR on AC was identified (Farooq et al., 2014).

These apparent inconsistencies in the findings regarding the isolated impact of internally-directed and various externally-directed CSR initiatives on

employee AC have been attributed to economic factors, suggesting that lower job security in Eastern nations creates a context in which CSR towards internal stakeholders are of higher concern to the employees (Hofman & Newman, 2014). Though intuitively appealing, the effect of job security on the national level is also uncertain at this point in time, as a large cross-cultural study found a positive CSR-AC relation, even when nation-specific unemployment rates was controlled for (Mueller et al., 2012).

Furthermore, other studies set in the Chinese context has found externally directed CSR initiatives (those addressing environmental issues, in particular) as most impactful on employee AC (Kucukusta, Denizci Guillet, & Chan, 2016). Though set in the same countries, the two studies collected data from different industries: the former collected data from the manufacturing industry, while the latter investigated the airline industry. Seeing that they are set in the same culture and that data collection took place around the same point in time, a possible explanation for the observed inconsistency can be attributed to differences at the industrial level.

Alternatively, the discrepancy may be explained by the relative scope of internal and external CSR by the given firm. A study set in China found that external CSR is supported by internal stakeholders when they consider the internally directed CSR initiatives as adequate (Shen & Zhang, 2017). Though not measuring AC directly, supportive behaviours is a hallmark of high employee AC. The difference observed to certain types of external CSR initiatives and AC in the Chinese studies (Hofman & Newman, 2014; Kucukusta et al., 2016) may reflect discrepancies in whether the participants' needs are met by the internal initiatives, leading them to accept the relevance of external initiatives.

As yet another angle to this question, Farooq and colleagues (2014) propose that environmental CRS lacking impact on AC may root in it being perceived as a legal requirement. Establishing such initiatives may be understood as nothing more than compliance. If this is the case, having focus on environmental CSR will have little reputational impact and, ultimately, reduce employee's prestige-based organisational identification (Farooq et al., 2014). This argument could possibly explain why there is a distinct effect of environmentally-directed CSR in the airline industry (Kucukusta et al., 2016): though there may be some degree of compliance, the airline industry is inherently polluting as of today.

Extraordinary efforts to reduce the airline company's carbon footprint could however arguably enhance the reputation of the firm, employee identification and, thereby, AC. Note that this is speculative, as no information was given regarding the specifics of the environmentally directed CSR initiatives in the study's sample.

Though one should be careful in drawing implications for managerial practice from inconsistent findings, organisations may benefit from considering the constraints given by the society in which organisation is situated when developing CSR practices. In Western countries, both external and internally directed CSR programmes are positively associated with higher AC. As for Eastern countries, research indicates that internally directed initiatives are important for the employees' tendency to engage in supportive behaviours of externally directed CSR initiatives (Shen & Zhang, 2017). These findings indicate that the organisation may facilitate AC associated outcomes by establishing a CSR programme with particular focus on the context in which the programme is being launched, thereby initiating identification processes and an affectively commitment workforce.

Chapter Summary

This chapter has given an outline of the nature of AC, as well current knowledge on its associated antecedents and outcomes. Its substantial positive implications for professional behaviour and both personal and firm-relevant outcomes, warrant increased knowledge of how to elevate AC. Considering the call for businesses to become increasingly responsible actors in their environment, a fruitful route to increasing this knowledge is to study how to establish a CSR-programme that satisfies stakeholder needs while increasing collective workforce AC. Having extensive and precise knowledge about the nature and effects of CSR on AC, as organisations are becoming more globalized, carrying out activities transnationally, may potentially allow the firm to reap beneficial AC-associated outcomes across their various operational locations by aligning CSR with the strategic and economic business strategy. Thus, increased knowledge in this domain holds high utility for the organisation. By knowing how to mobilize antecedents of AC, the organisation can reap rewards both on their own behalf and on behalf of the individual employee, as positive outcomes are facilitated.

The current thesis first aim is to investigate whether it is possible to reproduce the CSR-AC relationship in the Norwegian private legal industry, where a positive perception of the organisation's CSR correlates with AC. If the relationship is replicated in this context, the CSR-AC relationship's generalizability is strengthened, as the legal industry has received little empirical attention in this regard.

Hypothesis 1: Perceived CSR is positively related to affective organisational commitment.

Further, leadership styles such as *transformational leadership* ang *high-committed HR practices* such as developmental support/training opportunity is not only positively related to AC (Chan & Mak, 2014; Lapointe & Vandenberghe, 2017; Mercurio, 2015; Meyer et al., 2002), but also to the cognitive processes forming the employee's level of POS (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). In addition, POS is found to be related to AC and moderate its relationship with CSR (Ditlev-Simonsen, 2015; Rhoades et al., 2001), indicating that the nature of this relationship is relevant for further inquiry, which will be carried out in this study.

Moderation of the CSR-AC Relationship

As a firm's human capital is one of its main value generating resources (Pfeffer, 1994), it is essential that employees are positive towards and acts congruently with the firm strategy. As CSR is found to induce such desirable outcomes through increased AC, research has focused on the nature of this relation: what moderators enhance or inhibits the association?

Demographic Moderators

Gender.

The case of whether *gender* is a moderating variable for the CSR-AC relationship is still not established. While some studies argue that there indeed is a significant difference in how men and women's level AC respond to CSR (Brammer et al., 2007; Mueller et al., 2012; Peterson, 2004), other studies are unable to report any significance difference (Ditlev-Simonsen, 2015; Farooq et al., 2014; Hofman & Newman, 2014; Turker, 2009) or only weak effects (Meyer et

al., 2002). These inconsistencies considered, the current study will include gender as a variable so as to avoid any potential confounding effects.

Hypothesis 2: Gender is not significantly related to the CSR-AC relationship.

Tenure.

Further disagreement about demographic variables impacting the CSR-AC relationship is connected to how many years the employee has stayed in their current workplace – *organisational tenure*. Some empirical findings indicate that tenure relates positively (Hofman & Newman, 2014; Peterson, 2004; Turker, 2009), yet a meta-analysis of the data indicates that this association is weak at best (Meyer et al., 2002). Other studies have been unable to find any significant correlations at all (Brammer et al., 2007; Ditlev-Simonsen, 2015). These discrepancies considered, the impact of tenure will be controlled for. In the current thesis, it is assumed that organisational tenure will not be a significant moderator for the impact of CSR on AC. The temporal length an employee has had membership to an organisation, does not affect how emotionally attached they are.

Hypothesis 3: Organisational Tenure is not significantly related to the CSR-AC relationship.

Managerial position/Leadership responsibilities.

Some empirical findings indicate that the individual employee's *managerial responsibilities* (i.e., whether or not they have someone reporting to them) positively relate to their awareness of companies towards which their workplace have directed CSR initiatives (Atkinson & Galaskiewicz, 1988; Bhattacharya, Sen, & Korschun, 2008; Campbell, Gulas, & Gruca, 1999; Cohen, 1993; Ditlev-Simonsen, 2010). Furthermore, a study directly assessing the association between AC and managerial position did find a significant positive correlation, though its ability to predict AC was somewhat reduced by including it

in a model combined with perceived CSR and POS (Ditlev-Simonsen, 2015). This variable is therefore included into the current thesis as a control variable.

> *Hypothesis 4: Leadership Responsibilities significantly relates to AC. The relationship is more positive for those with leadership responsibilities.*

Age.

Though only weakly, *age* has been found to consistently correlate with AC (Cohen, 1993; Ditlev-Simonsen, 2015). As employees age, their AC to their workplace tends to increase. These findings indicate that age does play a role in the CSR-AC relationship and is therefore included as a control variable in this thesis.

> *Hypothesis 5: The relationship between CSR and AC is moderated by Age. The higher age, the more positive the relationship.*

Cultural Moderators

As indicated by the previous discussion regarding various CSR initiatives' ability to act as antecedents for AC, there is some discrepancy regarding the effect of various initiatives act in different cultures. Research has therefore been done to analyse the impact of various moderators on the cultural level.

The impact of the organisations' geographic location is not solely rooted in the economic constraints, but also cultural values present in the given location. First, the relation between external CSR and AC is enhanced in *masculine oriented* cultures with emphasis on achievement and material success (Hofman & Newman, 2014). Second, the CSR-AC relationship is enhanced when the national culture is characterized by *humane values*, such as fairness, altruism, and generosity to ensure collective wellbeing (Mueller et al., 2012). Third, *power distance* is found to be a decreasing moderator for the CSR-AC relationship. The more equal the power distribution throughout the society in which the firm is situated, the stronger the CSR-AC relationship (Mueller et al., 2012). Fourth, the CSR-AC association is magnified by the degree to which the culture is *future oriented*, i.e., working towards long-term rather than short-term goals, particularly with regards to environmental issues (Mueller et al., 2012). An implication of

these findings is that multinational organisations should be mindful when constructing CSR programmes for their organisation. As suggested by Hofman and Newman (Hofman & Newman, 2014), applying a standardized, "cookie-cutter" CSR programme to all locations may prove ineffective in enhancing commitment among the employees.

Fifth, *institutional collectivism*, which refers the degree to which the employees believe in an interdependent society where resources should be distributed beyond one's own, acts as a positive moderator on the CSR-AC relationship (Mueller et al., 2012). The idea is that, having a well-developed, implemented, and enacted CSR programme addressing the needs of all stakeholders, may increase the CSR-AC relation when institutional collectivism is high.

However, it is also argued that a collectivistic culture may have inhibiting effects on CSR initiatives if or to the extent that they tend to be characterized by high ingroup collectivism (Farooq et al., 2014). *Ingroup collectivism* can be understood as the general awareness of various stakeholder groups and which ones one belongs to (ingroups) and which ones one does not belong to (outgroups) (Farooq et al., 2014; Hofman & Newman, 2014; Mueller et al., 2012). What moderating effects this holds on the CSR-AC relationship is currently unclear. A cross-cultural study indicates that it has an enhancing moderation effect on the CSR-AC relationship (Mueller et al., 2012), while a newer but considerably smaller study found no significant positive effect of ingroup collectivism on the CSR-AC relation (Hofman & Newman, 2014). A third study argue that ingroup collectivism holds inhibiting moderating effects on the impact of environmentally directed CSR initiatives on AC, as the welfare and harmony of the ingroup is of higher value than that of outgroups (Farooq et al., 2014).

The moderating properties of *ingroup collectivism* may explain why research tend to show that internally-directed CSR initiatives have the highest impact on AC, followed by community/governmentally-directed and consumer-directed initiatives, and (lastly and inconsistently) environmentally-directed initiatives (e.g., Farooq et al., 2014; Hofman & Newman, 2014; Shen & Zhang, 2017). The impact of the initiative on CSR-AC is decided by the closeness of the ingroup in question, where the closest ingroup must be adequately addressed by

the firm for more distal initiatives to have the desired enhancing impact (Shen &
Zhang, 2017).

Work Experiences

Person-CSR fit.

The CSR-AC relationship is also positively moderated by the degree to
which there is a *person-CSR fit*, where the workplace's CSR programme
corresponds to the individual employee's CSR values (Im, Chung, & Yang,
2016). When the individual's values match with those initiatives established by
the company, a higher AC is observed. It is important to note that in this case,
CSR was operationalized in form of participation (in shaping of or
implementation of initiatives) and not perception of the workplace's CSR
initiatives. Still, interesting information can be drawn from this. For instance, the
firm may benefit from redistributing the responsibilities in CSR-related decision-
making, as involvement in decision-making regarding CSR operates as a positive
moderator for the CSR-AC relation, albeit weakly (Ditlev-Simonsen, 2015).
Often, this process is isolated to the senior management level (Bhattacharya et al.,
2008). As a low-cost and low-risk initiative (Ditlev-Simonsen, 2015), engaging
representatives from various employee-groups in shaping of CSR initiatives and
supporting implementation of the initiatives throughout the firm, may be a route
through which CSR-driven AC and associated outcomes can be facilitated
(Ditlev-Simonsen, 2015; Im et al., 2016).

Perceived organisational support.

According to the *organisational support theory*, attributional processes
concerning the organisations favourable or unfavourable treatment of the
individual employee are central for various workplace outcomes, including AC
(Kurtessis et al., 2017; Rhoades & Eisenberger, 2002; Riggle, Edmondson, &
Hansen, 2009). The basic premise of organisational support theory is that "[…]
employees develop a general perception concerning the extent to which the
organization values their contributions and cares about their well-being (perceived
organizational support, or POS)." (Kurtessis et al., 2017, p. 1855). Thus,
favourable treatment should be attributed to the organisation's positive regard of
employees' contributions.

A meta-analysis of 558 studies (Kurtessis et al., 2017) looked into the effectiveness of a range of theorized antecedents for POS. Through their analysis, the researchers found that leadership styles that display employee-directed positive valuation (e.g., leader consideration, transformational leadership, LMX) positively relates to POS. Enduring fairness in the organisation's tendency to allow participation, as well as the presence of human resource practices such as personal development opportunities (e.g., through training) was also found positively relating to POS. Comparatively, POS was belittled by the presence of organisational politics through displays of favouritism, ingroups, and lack of mediocracy (Kurtessis et al., 2017).

As for when POS is high, the employees experience that their workplace cares about and are committed to them as individuals, ultimately strengthening the degree to which they feel emotionally intertwined with the firm through the satisfaction of social and psychological needs (Byung-Jik, Mohammad, Tae-Hyun, & Se-Youn, 2018; Ditlev-Simonsen, 2015). POS has found to have a strong positive relation to AC, from which it is conceptually distinct (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002; Riggle et al., 2009). Further, the relationship is partly mediated by organisational identification (Kurtessis et al., 2017). As organisational identification also is a proposed mediating mechanism for the CSR-AC relationship, it would be interesting to explore whether POS has an enhancing moderating impact on the relationship. There is already some research supporting this assumption, where the degree to which employees perceive their employers CSR initiatives is positively associated with their level of POS (Byung-Jik et al., 2018). Therefore, the following hypothesis is proposed and will be tested:

> *Hypothesis 6: The relationship between CSR and AC is moderated by POS. The higher the POS, the more positive the relationship.*

Chapter Summary

Investigation into the CSR-AC relationship has found that its strength is moderated by factors such as the fit between the firm's CSR and the individual employee's values, institutional and ingroup collectivism, the future, humane, and masculine orientation in the given culture, and the societal power distance degree

(Ditlev-Simonsen, 2015; Farooq et al., 2014; Hofman & Newman, 2014; Im et al., 2016; Mueller et al., 2012).

Additionally, efforts have been made to map factors on the individual level. Both leadership responsibilities and age consistently enhance the impact of CSR on AC, though weakly (Ditlev-Simonsen, 2015). More disputed are the moderating effects of gender and tenure (Brammer et al., 2007; Ditlev-Simonsen, 2015; Farooq et al., 2014; Hofman & Newman, 2014; Meyer et al., 2002; Mueller et al., 2012; Peterson, 2004; Turker, 2009). As there is little agreement, these factors will be investigated in the current thesis. Based on the literature review above, the following hypotheses are proposed:

> *Hypothesis 2: Gender is not significantly related to the CSR-AC relationship.*

> *Hypothesis 3: Organisational Tenure is not significantly related to AC.*

> *Hypothesis 4: Leadership Responsibilities is significantly related to AC. The relationship is more positive for those with leadership responsibilities.*

> *Hypothesis 5: The relationship between CSR and AC is moderated by Age. The higher age, the more positive the relationship.*

The literature review discovered a gap in the empirical efforts made towards understanding how individual-level cognition modify the CSR-AC relationship. The impact of the individual employee's perception of organisational support (Ditlev-Simonsen, 2015) has been investigated and found to magnify the positive effects of CSR initiatives on employee AC. This relationship is currently untested in the context of the Norwegian legal sector. The thesis will therefore include the following hypothesis regarding this relationship, based on the literature review:

> *Hypothesis 6: The relationship between CSR and AC is moderated by POS. The higher the POS, the more positive the relationship.*

The thesis will also investigate an individual-level cognitive factor that has gone untested thus far: *other-orientation*. Will personal cognitive sensitivity to other-relevant information and outcomes enhance the CSR-AC relationship? To answer this question, the thesis is interested in testing the moderating qualities of other-orientation as proposed by De Dreu (De Dreu, 2006).

Cognitive Orientation and Moderation of the CSR-AC Relationship

In the former chapters, we have observed that the CSR-AC relationship can be inhibited and enhanced by various moderators, ranging from demographic differences via individual differences to contextual differences. Particularly impactful moderators on the relationship is connected to how the employees perceive their work experiences (e.g., Ditlev-Simonsen, 2015). Yet, a little investigated source to these differences in perceptions is the style of cognitive processes used by the employee in question. Employees are selective in the information they base their perceptions upon and this can be explained by differences in two general categories of cognitive processing orientations: Self-Concern and Other-Orientation (De Dreu, 2006). These orientations are shaped by distinct factors and produce different perceptual processes and outcomes (De Dreu, 2006; De Dreu & Nauta, 2009).

In the following, the thesis will address the antecedents for each general information processing orientation and their respective outcomes, followed by a proposal of other-orientation as a moderator for the CSR-AC relationship based on the *self-concern and other-orientation as moderators hypothesis* (SCOOM hypothesis; De Dreu & Nauta, 2009).

Self-Concern and Other-Orientation

Casual and academic observations of the workplace indicate that there is variation in employee's orientation towards information about opportunities and constraints with potential consequences for fulfilling their own needs and serving to their self-interests (e.g., career development, bonuses) or the needs of others or the collective's success (e.g., various organisational stakeholder groups or the organisation as a whole) (De Dreu, 2006; De Dreu & Nauta, 2009). This divide in cognitive orientation has been conceptualized as *self-concern* (SC) and *other-orientation* (OO), respectively (De Dreu, 2006; Meglino & Korsgaard, 2004).

Being independent but not mutually exclusive psychological processes, SC and OO is proposed to be preceded and shaped by distinct trait variables (e.g., personality traits and personal values) and situational variables (e.g., economic compensation in the workplace and culture; De Dreu, 2006; De Dreu & Nauta, 2009). By independently varying in strength in response to separate antecedents, intra- and inter-personal variation in cognitive orientation occurs in the workplace and affect work-related behaviours (De Dreu & Nauta, 2009).

Trait-variables shaping the degree to which the individual is sensitive to and allocate cognitive resources towards processing self-relevant information is, for example, their level of *performance orientation* and *high achievement motivation* (McClelland, Koestner, & Weinberger, 1989). Conversely, OO is positively related to the personality trait *agreeableness* (Graziano, Jensen-Campbell, & Hair, 1996), *empathy* (Batson, 1998), if they hold *concern for others* as a personal value (Ravlin & Meglino, 1987), and *prosocial motivation* to engage in activities to the benefit of others (Grant & Berry, 2011). Thus, the internal trait-variables related to OO is largely unrelated to SC, and vice versa.

Characteristics of the given situation is also proposed to shape what processing orientation is activated (De Dreu, 2006; De Dreu & Nauta, 2009). Contextual variables increasing the use of SC is *low time-pressure*, a high degree of *personal accountability*, and *loss-framed decision-making* (Brewer & Kramer, 1986; De Dreu & Carnevale, 2003; De Dreu & Nauta, 2009; Prutti, 1998). Meanwhile, OO is prominent when the situation place emphasis on the importance of *group cohesion*, when interdependent individuals have close personal ties and expect future cooperation, and when employee compensation is based on group-performance rather than individual performance (De Dreu, Weingart, & Kwon, 2000).

Taken together, the trait and situational variables that influence SC and OO are separate, indicating that they are independent modes of cognitive processing. That is, an employee's SC is unrelated to their degree of OO (De Dreu, 2006). Further, as research indicates that both SC and OO are sensitive to different variables within a given context, variation in what orientation the individual employee has in the workplace should be expected and considered when implementing practices in the workplace.

Self-Concern and Other-Orientation as Moderator Hypothesis

According to *motivated information processing theory*, what cognitive orientation the individual is inclined towards is shaped by their motivations and will create different moderating effects on various organisation-relevant relations (De Dreu & Nauta, 2009; Grant & Berry, 2011). This led to the development of the aforementioned SCOOM hypothesis (De Dreu & Nauta, 2009).

The SCOOM hypothesis postulates that SC and OO relates to variables on different levels. While SC moderates the variable relationships of the individual level, OO moderates the relation between group-level variables and workplace behaviours (De Dreu & Nauta, 2009). This notion received empirical support from a series of studies, where both the interdependence of the two constructs and their respective moderating effects on different types of relations were investigated (De Dreu & Nauta, 2009).

SC acts as a positive moderator for *perceived autonomy* and *skill variety's* impact on *job performance*, while OO is unrelated. Comparatively, OO positively moderate the relation between *perceived justice climate* and *prosocial behaviour*, while SC did not (De Dreu & Nauta, 2009). Generally, OO increase *job performance*, *organisational citizenship behaviour*, and *creativity* by increasing the use of narrower and more situation-specific processing styles (De Dreu & Nauta, 2009; Grant & Berry, 2011). Creativity, for example, is positively moderated by the narrow OO-process *perspective taking*, where the employee adopts the beneficiary's perspective with regards to needs, preferences, and values, while searching for, encoding and reacting to information relevant to a beneficiary (Grant & Berry, 2011).

These findings fit with the proposals in the SCOOM hypotheses, as it states that OO is a cognitive processing style that responds to group-level stimuli rather than individual-level stimuli.

Though intuitively appealing, and the existence of some empirical findings (De Dreu & Nauta, 2009; Grant & Berry, 2011) which back the OO as a moderator hypothesis, research on its moderating properties on various relationships is limited. The current thesis' aim is to expand the understanding of OO's moderating impact on the CSR-AC relationship.

How Other-Orientation Moderates the CSR-AC Relationship

As formerly discussed, AC increases as employees identify with their workplace (Ashforth, 2001; Ashforth & Mael, 1989; Bouraoui et al., 2019; Farooq et al., 2014; Hofman & Newman, 2014; Islam et al., 2016; Lam & Liu, 2014). The process of identification involves processing of information relevant to and about the collective and integrating this into one's self. Identification and AC is therefore arguably a process reliant on OO cognition (De Dreu, 2006).

To test this assumption, the thesis will investigate OO's moderating effect on AC. Based on the literature review above, the working hypothesis is that a higher degree of OO will increase the already observed relation between CSR (a social variable with consequences for the collective/organisational stakeholders) and AC. If this is the case, organisations may facilitate the manifestation of beneficial outcomes associated with AC by adapting the workplace so as to include situational variables that promote the employees' tendencies to utilize OO as processing mode.

De Dreu and Nauta (2009) propose that including and assessing for variance in SC and OO may increase the validity of theories and research on organisational cognitions and behaviours. As the constructs are sensitive to different types of stimuli, individual variance will be able to account for varying predictive power of theories addressing different type of work-relevant behaviour. CSR is increasingly integrated and manifested in organisations cultures and studies indicate that employee's perceptions of the organisations engagement in such activities are of importance for OC. Focus has largely been devoted to the AC of OC. Still, no research has investigated whether OO will moderate this relationship.

The general model for commitment (Meyer & Herscovitch, 2001) suggests that AC is not limited to the emotional aspects of the psychological state that binds the employee to his or her organisation. It also holds a cognitive aspect, where the individual should perceive the organisation and work as important and meaningful. Building on this assumption of a cognitive evaluation as a part of AC, the seventh hypothesis in this thesis is to examine whether OO operates as a positive moderator on the CSR-AC relationship. As OO denotes how sensitive the individual is to information and outcomes that is significant for the collective, it is expected to positively moderate the relationship. If the individual is high in OO,

the CSR-AC relationship will be stronger. Conversely, if the individual has a lower score on OO, the CSR-AC relationship will be weaker.

Hypothesis 7: The relationship between CSR and AC is moderated by other-orientation. The higher the other-orientation, the more positive the relationship.

Methods

Research Design and Analysis

Given the time frame for the thesis, a cross-sectional quantitative design has been used for data collection and analysis. This will provide the necessary measures for investigating the potential for how the various moderators impact the CSR-AC relationship. The analysis will be carried out through the use of the statistical program SPSS.

Sample and Procedures

Data on the dependent, independent, and moderating variables were collected from a sample of 493 employees from 2 private Norwegian law firms. Of the 493 digitally distributed surveys. 39 surveys were incomplete and contained missing values essential for the analysis and was therefore removed from the analysis. This resulted in a sample of 198 fully completed the surveys, giving a response rate of 40,16 %. Firm A contributed with 124 respondents, while Firm B contributed with 74 complete responses. The respondents were selected through convenience sampling.

The survey was digitally distributed through the web-based survey tool Qualtrics during February and March 2019. Prior to data collection, all respondents were provided and signed an informed consent form in which they were provided with information regarding participation, full confidentiality (including specification that employer would be provided with the aggregate findings of the research, only), and their autonomy to subtract consent at any time.

The sample consisted of 57,6 % men and 42,4 % females. 79 (39,9 %) of the respondents had personnel responsibilities. Regarding organisational position, 26,3 % were partners, 25,3 % work in business supportive services, 16,2 % were senior lawyers, and 32,3 % were associates. 97 (49 %) of the respondents were 35 years old or younger, 67 (33,8 %) between the ages of 36 and 49, and 34 (17,2 %)

were above 50 years of age (see Table 1a). The average tenure of respondents was 8,08 years, with the lowest tenure being under a year and highest tenure of 33 years (SD = 7,92; see Table 1b).

Measures

In this section, a description of the tools for measurement of the various variables are described. This includes the independent variable CSR, the dependent variable AC and the (potential) moderators OO and POS, as well as control variables. All tools are distributed through an online self-report survey using Qualtrics. All items were scored using a 5-point Likert scale anchored at 1 (*strongly disagree*) through 5 (*strongly agree*), unless otherwise specified. The scales' middle point allows for a neutral response (3 = *neither agree nor disagree*). All scales were translated into Norwegian and checked for internal consistency.

Dependent variable: affective commitment (AC).

The respondents' level of AC was assessed through the application of Meyer and Allen's scale for the construct. The scale was translated by Ditlev-Simonsen (Ditlev-Simonsen, 2015) and two components were excluded, as advised by Meyer and Allen. The items included in the questionnaire was: (1) "I would be very happy to spend the rest of my career in this organisation" and (2) "this organisation has a great deal of personal meaning for me". The individual respondent's level of AC is based on the average score on these statements. The choice of this scale is based on the standing of Meyer and Allen's approach to AC in research, and that the Norwegian-translated version is already tested in a Norwegian context and is internally consistent, with a Cronbach's alpha of .851 (Brynman & Bell, 2015; Ditlev-Simonsen, 2015). In the current thesis, however, the Cronbach alpha coefficient was reduced to .801. This is still considered acceptable (DeVellis, 2012; Pallant, 2013).

Independent variable: corporate social responsibility (CSR).

To measure respondents' perception of CSR in the workplace, Shen and Zang's five itemed scale was used (Shen & Zhang, 2017). This scale was developed based on CSR and organisational climate literature and validated through both exploratory and confirmatory factor analyses. With a Cronbach's

alpha of .9, it has a satisfactory level of internal consistency (Brynman & Bell, 2015; DeVellis, 2012). The items included in this questionnaire are the following statements: (1) "In this company, employees are expected to do what is right to support social causes", (2) "In this company, indifference to social causes is regarded as irresponsible", (3) "In this company, people protect their own interests above supporting social causes", (4) "Successful people in this company support social causes", and (5) "In this company, each person is expected to work efficiently, even if it does not benefit social causes." Item no. 3 and 5 are reversed (Shen & Zhang, 2017).

All items were translated into Norwegian by the thesis author prior to data collection. Post-collection test of internal consistency revealed a considerable reduction, with a Cronbach alpha coefficient of .692, marginally below what is considered ideal (DeVellis, 2012; Pallant, 2013). However, as low internal consistency is quite common for short scales (Pallant, 2013) and mean inter-item correlation of .313 is within the recommended range of .2-.4 (Briggs & Cheek, 1986), analysis continued with data collected using this scale.

Moderator variables.

Other-Orientation (OO).
According to De Dreu and Nauta (2009), OO can only be measured properly by separating it from the self-concern construct, which previous measurement tools do not do. In the same article, the constructs are separated and measured using different scales and construct-specific items. This scale was tested and applied in their study and was found to have a Cronbach's alpha of .79 (De Dreu & Nauta, 2009).

The current thesis applied a translated version of the scale for OO (De Dreu & Nauta, 2009). This included a Norwegian version of the following three statements: (1) "at work, I am concerned about the needs and interests of others such as my colleagues", (2) "at work, the goals and aspirations of colleagues are important to me", and (3) "at work, I consider others' wishes and desires to be relevant.". The translated OO scale maintained good internal consistency (Pallant, 2013), with a Cronbach alpha coefficient of .788.

There are a few comments that should be kept in mind regarding the chosen measure for OO. De Dreu and Nauta (2009) argue that OO roots in both individual differences in traits and more state-based variation. The current scale,

however, measures the construct without specifying whether it taps into short-lived states, enduring traits, or a combination of the two. Yet, as it has an acceptable scale reliability (Cronbach's alpha) above .79 and has been tested within a large variety of industries and occupational roles, it seems initially to be a robust measurement tool and provide context-free (i.e., unbiased and reliable) results (De Dreu & Nauta, 2009).

Perceived organisational support (POS).

A comprehensive literature review of more than 70 studies of employees' POS (i.e., that the organisation values employee contributions and cares for their wellbeing) and its impact on AC indicate that there is a relationship (Rhoades & Eisenberger, 2002). Based on Rhoades and colleagues' eight-itemed questionnaire for perceived organisational support, which holds an internal reliability (Cronbach's alpha) of .90 (Rhoades et al., 2001), the following statements were translated into Norwegian by the thesis author for the questionnaire: (1) "My organisation really cares about my well-being.", (2) "My organisation strongly considers my goals and values.", (3) "My organisation shows little concern for me.", (4) "My organisation cares about my opinions.", (5) "My organisation is willing to help me if I need a special favour.", (6) "Help is available from my organisation when I have a problem.", (7) "My organisation would forgive an honest mistake on my part.", and (8) "If given the opportunity, my organisation would take advantage of me". Item no. 3 and 8 are reversed. All items were scored on a 5-point Likert scale.

Following translation, the POS scale continue to have a good internal consistency, with a Cronbach alpha coefficient of .857.

Control variables.

Age.

Age was measured as a categorical variable, with the age levels set as <35, 36-49, and >50 years of age.

Organisational Tenure.

As tenure in the organisation has been connected to the employee's AC (Meyer et al., 2002), tenue is included as a control variable in the study. The variable was measured as a continuous ratio variable, i.e., years of employment in the organisation.

Gender.

As there is some disagreement regarding the impact of gender on CSR and AC, the author has chosen to include this as a control variable. Gender was measured as a dichotomous variable coded so that 1 = female, 2 = male.

Position.

The position of each respondent was mapped by having them check one of the following categories: business supportive services, associate lawyer, senior lawyer, or partner.

Personnel/Leadership Responsibility.

Personnel responsibility was included as a control variable, measured dichotomously where 1 = no personnel responsibility, 2 = personnel responsibility.

Analysis

First, the Cronbach's alpha the scales CSR, AC, POS, and OO was estimated, followed by summarizing the appropriate items and creating mean scores on each scale. Second, the mean, SD, and correlations for the aforementioned and control variables were found (see Table 2).

A two-stepped hierarchical moderated regression (Cohen & Cohen, 1983) was performed to test whether the variables POS and OO would be independent positive moderators on the CSR-AC relationship (Hypothesis 6 and 7, respectively). Before creating interaction terms through variable multiplication, the variables were mean-centred, diminishing the issue of multicollinearity through correlations between the main effects and the interaction terms (Dawson, 2014). In Step 1, control variables, mean-centred variables, and the dependent and independent variables were added into the model. In the Step 2, the interaction terms (CSRxPOS and CSRxOO) were added (Table 3).

Proceeding to explore for interactions, high and low (+ 1 SD and -1 SD, respectively) scores on POS was plotted using the standardized scores, as advocated by Aiken and West (1991). The slopes of high and low POS-levels were tested for significance and whether they were statistically significant differentiated (Figure A).

Results

Scales including all items were computed. Means, standard deviations, bivariate correlations, and Cronbach's alpha for all variables are reported in Table 2.

Step 1 in the hierarchical regression produced a statistically significant positive relation between the mean-centred CSR variable and AC. Hypothesis 1, therefore, is supported. The regression found no statistically significant support for the impact of the control variables on the dependent variable. Thus, hypothesis 2 and 3 was supported, while hypothesis 4 and 5 was not. POS had a significant positive relation to AC, providing statistical foundation for creating an interaction term so as to investigate its moderating properties for the CSR-AC relation (i.e., hypothesis 6). Unexpectantly, OO was not significantly associated with AC. An interaction term was still created for CSR and OO, so as to ensure that hypothesis 7 indeed is unsupported by the current study.

In Step 2, the interaction term created to investigate the moderating impact of OO on the CSR-AC relationship was insignificant, suggesting that the relationship is not enhanced by increased OO. Thereby, hypothesis 7 was refuted. The interaction term for POS was statistically significant, providing support to hypothesis 6 (Table 3).

The significant interaction term in predicting AC suggest that POS moderate the CSR-AC relationship. To probe the form of this interaction, Aiken and West's (Aiken & West, 1991) recommended procedure was followed. Low (-1 SD) and high (+1 SD) scores on CSR and POS were plotted, using standardised scores. As illustrated in Figure A, there is a significant positive relationship between CSR and AC for employees low in POS. A t-test revealed that the two slopes significantly differed ($t = 2.61$, p <0.001), supporting hypothesis 6.

Discussion

Supporting the first hypothesis, the data analysis uncovered a positive relationship between CSR and AC amongst employees in the Norwegian legal industry. Thereby, the analysis has found additional support to the growing field arguing for a positive relationship between CSR and AC, where positive perceptions of CSR-initiatives plays a role in increasing the individual employee's wish to remain and contribute to their workplace (Brammer et al., 2007; Farooq et al., 2014; Hofman & Newman, 2014; Mueller et al., 2012; Nejati & Ghasemi, 2013; Turker, 2009). The mediating mechanism for the impact of CSR on AC was not investigated in this study. However, previous research suggest that CSR increase the degree to which the employee identifies with the organisation and trust the workplace to act ethically responsible towards themselves and other

stakeholders, which again increase the wish to remain in the firm (Ashforth, 2001; Ashforth & Mael, 1989; Bouraoui et al., 2019; Farooq et al., 2014; Hofman & Newman, 2014; Islam et al., 2016; Lam & Liu, 2014). Thus, having a well-developed CSR-programme may hold beneficial reputational effects, where belongingness to the organisation is seen as prestigious.

Additionally, being highly dependent on reputation for value generation, both in terms of acquiring and retaining talent and clients (Stabell & Fjelstad, 1998), firms in the legal sector can benefit from looking to CSR programmes. Acquiring highly talented candidates may be aided through CSR initiatives as they are found to decrease work-life conflicts and stress, differentiating the firm from its competitors. Additionally, it is reasonable to expect that increased altruism creates a positive and thriving interpersonal work environment that works self-reinforcing on the collective AC level in the firm, as interpersonal relations and socialization is positively perceived by the involved parties, further enhancing AC (Merucio, 2015). Thus, having a CSR programme may aid talent acquisition and long-term retention through enhancing the firm's work-environment reputation. Ultimately, having a talented workforce may have spill over effects on client attraction.

Furthermore, as the items used for data collection on the CSR construct focused on externally directed initiatives and reactions on behaviours on the individual level within the scope of the workplace, the study provides further empirical support to the line arguing that externally directed initiatives is positively associated with internal stakeholders' level of AC (Brammer et al., 2007; Nejati & Ghasemi, 2013; Peterson, 2004; Turker, 2009). This was expected, as the data was collected in a Western culture, which has been suggested as a prerequisite for external CSR-initiatives to be effective predictors for AC (Hofman & Newman, 2014). The findings thereby add support to the line of research arguing that internally directed CSR-initiatives are not a prerequisite for the impact of external CSR-initiatives on AC in Western nations (Hofman & Newman, 2014). As argued by Hofman and Newman (2014), the positive effect of external CSR-initiatives can be ascribed to the job security, well-formed work conditions secured by legislations, and relative economic stability of workplaces in Western cultures. Additionally, employment in Norwegian firms are heavily regulated by Norwegian law, ensuring a safe and good workplace for all

employees. The cumulative impact of these factors may make internal CSR less crucial for the individual employee in this context.

The literature review outlined a rift in the academic findings on whether gender differences change the relationship between CSR and AC. The current study added support to the line of research arguing that gender has no significant effect on the CSR-AC relationship (Ditlev-Simonsen, 2015; Farooq et al., 2014; Hofman & Newman, 2014; Turker, 2009). As expected, the study contributed with empirical support to the academic line arguing that organisational tenure does not significantly impact the CSR-AC relationship (Brammer et al., 2007; Ditlev-Simonsen, 2015). Thus, the employee's gender and the amount of time spent as an employee in the given firm has no effect on the role of CSR in relation to emotional attachment and wish to continue as an engaged member in the workplace. As most studies indicate that leadership responsibilities are positively related to both awareness of CSR and AC (Atkinson & Galaskiewicz, 1988; Bhattacharya et al., 2008; Campbell et al., 1999; Cohen, 1993; Ditlev-Simonsen, 2010, 2015), it was surprising to find no significant effect of leadership on the CSR-AC relationship amongst employees in the Norwegian legal sector. Age was also, surprisingly, found to not moderate the CSR-AC relationship, contradicting previous finding on the relationship between age and AC (Cohen, 1993; Ditlev-Simonsen, 2015). Lack of a significant impact from the control variables means that variation in AC cannot be attributed to age, gender differences, leadership responsibilities, or organisational tenure. The results therefore add support to the body of work arguing that dispositional variables and demographic differences are of less interest in regard to developing AC within the workforce (e.g., Meyer et al., 2002).

The results of the current analysis indicate, as other researchers have found (e.g., Meyer et al., 2002), that situational and experiential variables should be further investigated for their impacting properties on AC. In this study, how the individual experience the workplace through the level of POS was the only significant positive moderator for the CSR-AC relationship. The compensatory effect of POS on AC holds a range of positive implications for the firm. For example, if an employee's personal values contradict the firm's CSR programme, creating a good Person-CSR Fit (Im et al., 2016), ensuring high POS can compensate for the lacking impact of the CSR-programme on AC. By ensuring

that the employee is supported, continued wish to contribute to the organisation is safe guarded, even when the employee disvalue the CSR programme.

Contrary to expectations, the data analysis reviled OO to be statistically insignificant as a moderator for the CSR-AC relationship. These findings should be seen in light of two important notes. First, the findings in this study may be considered more robust if the scale used to measure OO (De Dreu & Nauta, 2009) was further developed. As of the time of data collection, the scales internal reliability was reported to be 0.79 (De Dreu & Nauta, 2009). Ideally, tests should have a Cronbach's alpha of 0.80 or above, though alphas of 0.70 has also been considered acceptable by some researchers (Brynman & Bell, 2015). Additionally, the scale consists of three items only. Continued development of the measurement tool for other-orientation should be prioritized (e.g., through increasing the number of items and internal reliability), as this will improve the robustness and nuances of future findings. This reflects the test creators' call for continued development, so that the test can better address whether the concept addressed by each item taps into the assumed dispositional or state-based basis for OO (De Dreu & Nauta, 2009). Second, OO may have been found insignificant as a moderator for the CSR-AC relationship due to social desirability bias (Fisher, 1993). A self-administered questionnaires are sensitive to the participants' inclination to respond in a socially preferable manner, where being aware of others' needs and preferences are seen as a socially desirable characteristic the high scores on OO may be affected by the social desirability bias, resulting in overreporting (Fisher, 1993). Due to overreporting, a genuine statistic significant impact of OO as an enhancing moderator for the CSR-AC relationship may be confounded. Continued development of the OO scale, for example by including indirectly worded items (Fisher, 1993), may provide a more precise evaluation of OO's potentially moderating qualities.

Implications for Practice

In practice, the findings in the current study suggest that, for employees with low POS, a well-perceived CSR programme can have a compensatory impact, leading to higher AC. The management can therefore safeguard AC by ensuring that the CSR efforts are well perceived by employees. By doing so, the management ensures that those who experience little support from the

organisation still feels proud and committed to their workplace. Conversely, if the company does not have the opportunity to establish or maintain current CSR initiatives, effort should be placed on creating a supportive environment for internal stakeholders, as experiencing the workplace as supportive can compensate for the lacking impact of CSR on AC. Summing up, developing a well-perceived CSR programme directed towards external stakeholders can compensate for lower levels of POS, while higher levels of POS can compensate for a poorly perceived CSR programme.

  To develop their CSR programme in a manner that both ensures elevated AC among employees and that creates economic value for both society and the firm (Porter & Kramer, 2011), law firms may benefit from creating a work group comprised by a representative sample of the various business functions within the firm. By doing so, the firm is better able to ensure a good Person-CSR Fit (Im et al., 2016). Using, for example, the 17 UN goals for sustainable development as a starting point, the group may identify the societal issues that are most relevant to the firm's business activities. Furthermore, establishing a work group like this may provide the subordinates with the autonomy, developmental and organisational support that is found to characterize leadership styles and behaviours that enhances AC (Chan & Mak, 2014; Haque et al., 2019; M. Kim & Beehr, 2018; Meyer et al., 2002; Rhoades & Eisenberger, 2002; Rhoades et al., 2001), with both direct effect on the work group participants and vicarious effects on the employees through their representation.

  To ensure that employees experience the organisation as supportive, which plays a significant role for AC (Meyer et al., 2002) and, as found in this and earlier studies (e.g., Ditlev-Simonsen, 2015), a positive moderator for the CSR-AC relationship, the firm can adapt the workplace. This can be done by ensuring an experience of procedural justice in the workplace, such as resource distribution and information regarding employee-relevant decisions. Employees' direct supervisors should be considered supportive, as they represent the agents enacting the organisation's general concern for the workforce (Rhoades & Eisenberger, 2002). Supervisors can display supportive behaviours by engaging in POS-associated leadership styles such as transformational leadership. In addition, displays of ingroups and favouritism should be avoided, as this s negatively related to POS (Kurtessis et al., 2017).

Seen from the practical perspective, ensuring high AC through development of both a well-rounded CSR programme and providing organisational support to the employees have positive effects through reduced turnover costs. Turnover is a grave cost for any organisation (Pfeffer, 1994) and is closely knit to turnover intention (Mobely, 1977). As AC reduces both turnover intentions and behaviours (Meyer et al., 2002), actions aimed at increasing these levels may be an effective mean through which turnover costs are reduced. Thus, turnover costs can be minimized by establishing a well-perceived CSR climate in the firm while providing the contextual factors in the work environment that is found to enhance other-orientation. By doing so, the outcomes associated with AC are likely to increase.

Limitations and Future Research

One limitation in this study is connected to the chosen research design. As the thesis is rooted in a cross-sectional research design. This raises issues regarding the direction of causality in the observed relations, as all data was collected at the same point in time (Brynman & Bell, 2015). Conclusions about the nature of the relationships are therefore causal inferences built on findings from previous research as described in the literature review. Future research may test the validity of these inferences by applying an experimental design where the levels of the independent variable (CSR perception) and moderator variables (OO and POS) are manipulated so as to observe their impact on AC (Brynman & Bell, 2015). Alternatively, a cross-lagged design could be applied, where data on the various variables are collected at different points in time. Another issue with the collection of data at one single point in time is the potential impact of common method bias on the observed relationships. If common method bias is an issue, the observed variance in AC may be better explained by the prompting effect of the items rather than the inferred causal variables (CSR perception, POS, and OO). This could be prevented through the use of a cross-lagged design. However, due to the timespan of the thesis, this was not carried out.

The sampling method used in this study places constraints on the findings' generalizability. As respondents were sampled from a non-probability, convenience-based sampling method, they represent the population of lawyers/attorneys in a Norwegian context. If inferences about moderating effects

on the CSR-AC relationship are to be inferred beyond the scope of this population, the study should be replicated with adjustments made to the sampling method – specifically, basing the data collection on data from a sample selected through probability sampling from a larger and more heterogenic population (Brynman & Bell, 2015). However, two central considerations were made before choosing to base the data collection on non-probability sampling: Searches on scientific databases show that there has been relatively little attention directed towards CSR and its effect on employees in law firms. Often, such research is more focused on organisations that rely less on knowledge workers as a part of their value generation. Indeed, literature searches with various combinations of "CSR", "law", and synonyms for the two produced results more closely associated with the definitional approach to CSR rather than contextual setting for CSR practices. Also, the resources available in identifying a population and recruiting a sample made non-probability more resource efficient than probability-based sampling.

Additionally, the scales used for measuring the various constructs places limitations on the study's findings. All measurement tools were translated from English to Norwegian, either by the thesis author or by previous researchers. These translations should have been piloted so as to ensure their quality in terms of reliability and validity (Brynman & Bell, 2015). However, this was not prioritized due to the project's timeframe and scope. Still, quality was ensured through triangulation in translation of each item. Specifically, the thesis author recruited volunteers to translate all items independently, then discuss and reach a shared agreement of the most appropriate translations. Furthermore, the wording of the items was cross-checked with the checklist for self-completion questionnaires proposed by Bryman and Bell (Brynman & Bell, 2015, p. 274-276).

As demonstrated earlier in the discussion, OO did not have a significant impact on the CSR-AC relationship despite of high scores. This can potentially be explained by the social desirability bias. If so, future studies may find OO significantly impactful if they measure it while controlling for social desirability bias (Fisher, 1993). The new conceptualisation of OO may need more work and fine-tuning.

Even though AC is found to be the strongest positive predictor for positive work behaviours (attendance, job performance, organisational citizenship behaviour) and negative predictor for turnover intention and behaviour (e.g., Meyer et al., 2002), AC is only one component of OC (Allen & Meyer, 1990). As suggested by other researchers (e.g., Lam & Liu, 2012; Meyer et al., 2002), the current thesis argues that future research would benefit from investigating and paying attention to the interaction effects of the three components and what moderating potential there is in the employees' perception of CSR on each individual component and combined, as well as relevant moderating variables. Directionality should also be paid attention to by future researchers, for example through experimental or longitudinal designs.

Consistent with previous findings (e.g., Ditlev-Simonsen, 2015; Meyer et al., 2002), the individual's experienced POS is the strongest moderator for the CSR-AC relationship. However, the manner in which POS is operationalized and measured in this and previous research (e.g., Ditlev-Simonsen, 2015) should be further examined for its distinctiveness from the CSR-concept. As pointed out by Ditlev-Simonsen (2015), perceived CSR roots whether the employees experience their workplace as caring about their externally directed CSR, while POS indicates whether the workplace cares about them as employees. As both of these understandings of the construct builds on the concept of caring for the welfare of other stakeholder groups than the shareholder group, POS may be better understood as a reflection of internally directed CSR rather than a conceptually distinct construct.

Conclusion

This thesis investigated perceived organisational support and other-orientation as potential moderators for the relationship between corporate social responsibility and employees' affective commitment to their workplace. The findings in the analyses of the data collected for this study suggest that perceived organisational support positively moderates the relationship between corporate social responsibility and affective commitment. Other-orientation, on the other hand, did not appear as a statistically significant moderator for the relationship. These findings add to the emerging literature that looks to gain a deeper understanding of what drives pride and a wish to contribute among employees by

exploring the established CSR-AC relationship and potential sources for increasing the latter.

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Appendix

Table 1a

Sample Characteristics

Characteristic		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Men	114	57,6	57,6	57,6
	Women	84	42,4	42,4	100
	Total	198	100	100	
Age	<35	97	49	49	49
	36-49	67	33,8	33,8	82,8
	>50	34	17,2	17,2	100
	Total	198	100	100	
Leadership	Yes	79	39,9	39,9	39,9
	No	119	60,1	60,1	100
	Total	198	100		
Position	Business services	50	25,3	25,3	25,3
	Associates	64	32,3	32,3	57,6
	Senior lawyer	32	16,2	16,2	73,7
	Partner		26,3	26,3	100
	Total	198	100	100	

Table 1b

Sample Characteristics

	N	Min	Max	Mean	Std. Deviation
Organisational tenure	198	0	33	8,08	7,922

Table 2

Descriptive Statistics, Correlations, and Scale Reliabilities

	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
1. Gender	1.42	.495									
2. Age	1.68	.750	-.058								
3. Tenure	8.08	7.922	-.188**	.745**							
4. Position	2.98	1.559	-.458**	.334**	.484**						
5. Leadership	1.60	.491	.366**	-.415**	-.456**	-.631**					
6. CSR	3.2990	.64478	-.043	.166*	.214**	.131	-.096	(.69)			
7. POS	4.1206	.71551	-.299**	.215**	.296**	.334**	-.283**	.509**	(.86)		
8. OO	4.4461	.63651	.041	.256**	.223**	.065	-.148*	.123	.248**	(.79)	
9. AC	3.7260	.70557	-.165*	.275**	.376**	.368**	-.339**	.487**	.613**	.197**	(.80)

* p < 0.05 (2-tailed), ** p < 0.1 (2-tailed).

N = 198; coefficient alpha's indicating scale reliabilities are in parentheses.

CSR, corporate social responsibility; POS, perceived organisational support; OO, other-orientation.

Table 3

Regression Analyses

	Affective Commitment	
	Step 1	Step 2
Gender	0.08	0.11
Age Group	0.051	0.056
Position	0.145	0.199
Leadership Responsibilities	-0.111	-0.1
CSR	0.235***	0.181**
POS	0.421***	0.396***
OO	0.022	0.025
CSRxOO		0.056
CSRxPOS		-0.182**
ΔR2	.468	.026
R2	.468	.494
F	23.900	20.424

* p < 0.05, ** p < 0.01, *** p < 0.001

N = 198; standardised regression coefficients are shown.

CSR, corporate social responsibility; POS, perceived organisational support; OO, other-orientation.

Figure A

Slope-test: t-test for difference between slopes