

RESEARCH ARTICLE

Examining the link between CSR perceptions and employee advocacy through organizational justice: Can corporate hypocrisy mitigate?

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Abstract

This research aims to understand the relationship between employees' perceptions of corporate social responsibility and employee advocacy behavior through organizational justice. Furthermore, it explores the moderating effect of corporate hypocrisy in the relationship of organizational justice with employee advocacy behavior. Grounded in signaling and cognitive inconsistency theories, the proposed hypotheses were tested on data collected from 360 employees from the hospitality sector. The study followed a time-lagged approach. In phase 1, the data were collected for demographic variables, corporate social responsibility perceptions, and corporate hypocrisy. In the second phase, data were collected for organizational justice and employee advocacy behavior, using separate survey links. Smart PLS 4.0 was applied to test the relationships proposed in the research model. The study found that employees who positively perceive firms' corporate social responsibility will engage in advocacy behavior. The results suggest a significant mediating effect of procedural justice in the relationship between corporate social responsibility and employee advocacy behavior. However, the mediating effect of distributive justice in this relationship could not be established. Further, the study found evidence that corporate hypocrisy moderates the indirect relationship between corporate social responsibility perceptions and advocacy behavior via procedural justice. Also, to the best of our knowledge, literature has no empirical evidence of the moderating effect of corporate hypocrisy in the indirect association between the perception of corporate social responsibility and employee advocacy behavior via organizational justice. It provides several important implications for advancing theoretical knowledge and practical insights for hospitality industry practitioners.

KEYWORDS

corporate hypocrisy, corporate social responsibility, distributive justice, employee advocacy, procedural justice

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1 | INTRODUCTION

Contemporary organizations and their ever-changing business dynamics are continually challenged by cutthroat competition, especially in the hospitality and tourism sector (Boğan & Dedeoğlu, 2019, 2020). The competitive landscape compels businesses to look for diverse ways to survive, sustain and outperform their competitors (Ahmad, Ullah, AIDhaen, Han, Ariza-Montes, & Vega-Muñoz, 2022). In such a scenario, employees' behavior and attitudes towards the organization have a significant role in its success (Clack, 2020). Understandably, employees are considered to be a credible source of information and communication for an organization, and the role of employees as brand advocates or informal spokespersons is critical in instilling trust and transparency in the organizations (Bhimavarapu et al., 2023), thus building a reputation of the organization in front of external stakeholders (Chomvilailuk & Butcher, 2023). Employee advocacy is fast becoming a strategic tool in enhancing the organizational competitive edge (De Kerpel & Van Kerckhove, 2023). In this context, corporate social responsibility (CSR) perceptions have become crucial for organizations in enhancing their reputation and performance (Shah et al., 2021). Prior research has investigated the role of CSR organizations in satiating their stakeholders' environmental, social and economic expectations and its impact on organizational growth indices and performances (Fatima & Elbanna, 2023).

Researchers have lately begun studying the effects of stakeholders' perceptions of CSR on their psychology and actions, particularly the attitudes and behaviors of employees (Liu et al., 2022). These recent researches have primarily focused on the association of perceived CSR with variables like engagement, organizational identification, organizational citizenship behavior, green behavior, innovative work behavior, and so forth (Ahmad, Ullah, AIDhaen, Han, & Scholz, 2022). Organizations have been considerably dependent on the employees' positive and advocative opinions, which may convey the organizations' socially responsible practices (Lee, 2021). It is believed that the advocacy behavior of employees can be fostered by systematic and structured organizational communication about organizational activities (Lee, 2021).

The question now arises about how organizations can stimulate employees' willingness to be brand advocates. In this context, CSR initiatives portray the trust posed by the employees towards the fairness and organizational justice (OJ) perspective (Balqiah et al., 2022), as organizations can repay society through such philanthropic activities (Jannat et al., 2024). Besides, if an organization assumes responsibility for social and environmental causes, it will likely extend the same level of generosity and fairness toward its employees (Elçi & Alpkan, 2009). Therefore, CSR schemes are seen as evidence that the organization favors the principle of fairness and justice (Lu et al., 2020; Lyra et al., 2017), and this fosters a sense of encouragement among employees, motivating them to provide favorable opinions about their organization, that is, advocate for the organization in front of external audiences (Walden & Kingsley Westerman, 2018). Therefore, CSR

perceptions of employees are vital as they directly affect their work behaviors and attitudes (Gullifor et al., 2023; Lu et al., 2020), encouraging them to voluntarily promote and defend company activities. We propose the mediating role of OJ—procedural and distributive on the relationship between CSR perceptions and advocacy behavior as the cognitive evaluations of employees' perceived OJ is intended to explain the behavioral outcomes such as advocacy behavior of the employees.

In this context, it is crucial to distinguish between “substantive CSR,” which seeks to improve societal challenges, and “symbolic CSR,” which is defined by an organization's efforts intended to improve its reputation (Donia et al., 2019). Whether symbolic or substantive, CSR perceptions considerably affect employees' behavioral intentions (Shahzadi et al., 2024). Herein, transparent and strategic internal communications highlighting positive organizational practices would encourage employees' advocacy (Lee & Dong, 2023). However, formal communications about CSR are often considered fake and hypocritical, leading to a feeling of skepticism in the employees towards the organization's motives (Losada-Otálora & Alkire, 2021), often resulting in their disconnect with the organization's rhetoric and actions (Durrah et al., 2019). Organizations adopt CSR practices mainly to create a façade of responsible corporate as it enhances value-creation among the stakeholders (Le et al., 2021). Thus corporate hypocrisy (CH) is likely to increase the mistrust of the employees towards the CSR programs and may even lead to negative opinions about the organization (Wei & Jung, 2022).

Further studies reveal that individuals seek consistency in the organization's CSR activities. When they find organizations indulging in representative rather than practical and concrete CSR, it creates cognitive inconsistency that further leads to skepticism or suspicion towards the organization's motives, thus affecting their advocacy behavior (Chen et al., 2020). The current model explores the role of CH in mitigating the positive relationship of substantive CSR with employee advocacy behavior via OJ as a mediator. A literature analysis has shown that the studies on employee advocacy behavior are insufficient and scanty (Crucke et al., 2022); besides, no empirical study on the role of CH in mitigating the association of OJ and advocacy behavior was found. We intend to fill this major gap. Besides, very few studies have examined the connection between CSR perceptions and employee advocacy behavior (Liu et al., 2022; Lee, 2021). The current study fills this crucial gap by investigating the positive role of perceived CSR in employee advocacy behavior and how this can be strengthened to reap benefits for the organization.

Founding signaling theory as the basis for our model, we propose that CSR activities send strong indications about its values and commitment towards social causes to the external as well as internal stakeholders. This promotes positive messaging and belief in the goodwill and sincerity of the organization (Hansen et al., 2011). The signaling of social and ethical initiatives of the organization, especially those CSR activities that may not be visible to external

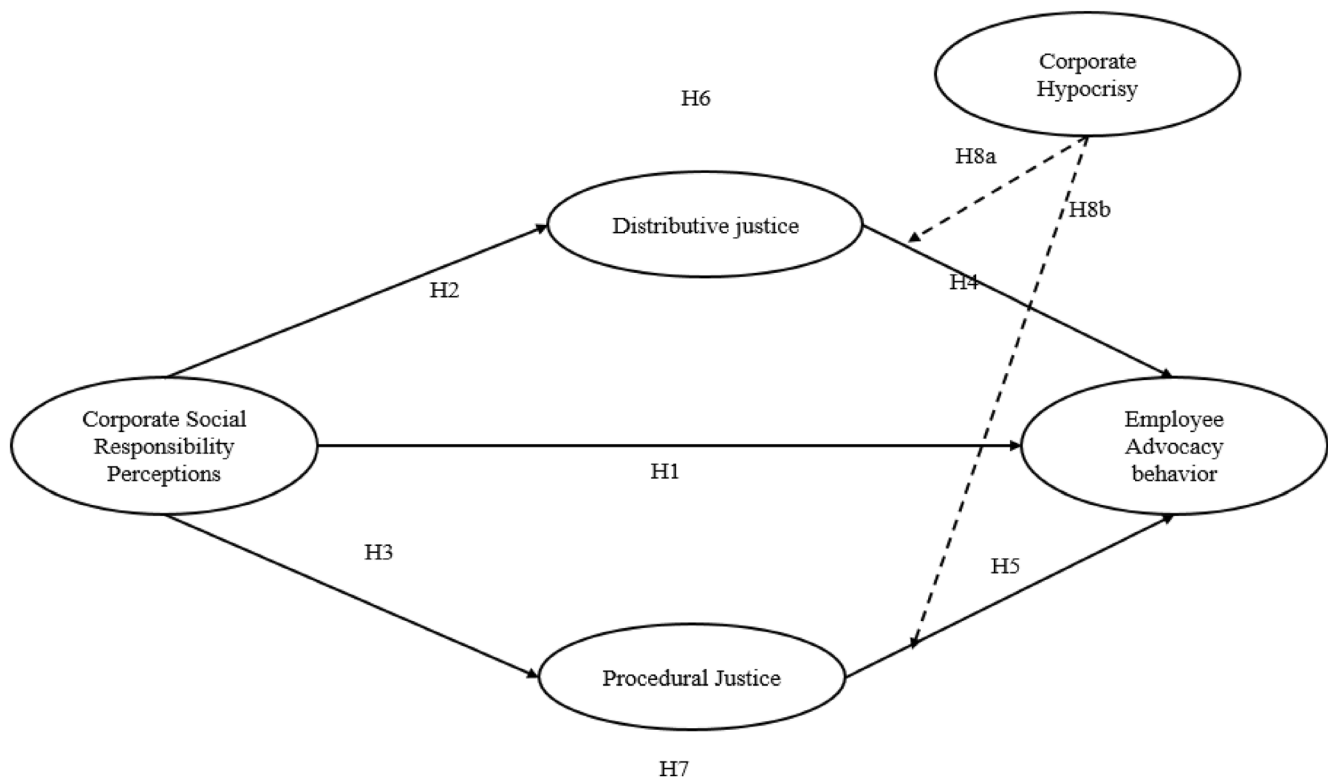


FIGURE 1 Conceptual model.

audiences, is only possible when the employees disseminate it (Zerbini, 2017). Structured and frequent communication with employees regarding the organization's CSR activities helps them perceive a strong sense of OJ in place. It induces them to speak positively about their organizations voluntarily (Men, 2014). We have also taken the help of cognitive consistency theory (Heider, 1946) to explain how organizations' consistent and substantive CSR efforts shape the employees' positive behavioral responses and loyalty (Ahn & Kwon, 2020; Onkila, 2015; Raza et al., 2021). To the best of our knowledge, this model has not been explored till now, and we aim to contribute to the existing literature on mechanisms of promoting employee advocacy behavior.

Hence, we propose the following research questions: RQ1: Do CSR perceptions prompt advocacy behavior among employees? RQ2: Does OJ strengthen the link between perceptions of CSR and employee advocacy behavior? RQ3: Can CH reduce the indirect connection between OJ and employee advocacy behavior?

The structure followed in the study includes an extensive literature review of the underlying theories—signaling theory and cognitive consistency theory and the constructs being studied—corporate social responsibility perceptions (CSR), OJ, CH and employee advocacy behavior (EAB). The next section is that of hypothesis development, followed by methodology, analysis and findings. Finally, the manuscript presents the discussion and implications before concluding with limitations and directions for future research. The proposed model is shown in Figure 1.

2 | THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

2.1 | Theoretical background

The current study is grounded on signaling theory to explain that organizations relay positive signals about their sensitivities towards social cause and fair behavior through the activities conducted in their internal as well as external environment (Connelly et al., 2011; Spence, 1973). The information signals an attempt at shaping up the firm's stakeholders' perceptions (Forcadell et al., 2022) of the organization by reducing the information asymmetries and enhancing the positive identity and values (Boğan & Dedeoğlu, 2019). In short, signaling theory focuses on the intentional cues the organization provides to convey positive organizational attributes (Connelly et al., 2011) to enhance the credibility and desired outcomes for the organization (Vurro et al., 2022). Zerbini (2017) highlighted the use of CSR initiatives as a positive signal to employees, ultimately intending to show the organization in a positive light to outsiders through informal signaling by the employees. Organizations embracing CSR practices indicate to the stakeholders, especially employees that such organizations are trustworthy, fair and caring for society, which would be reflected in their treatment towards the employees too (Yassin & Beckmann, 2023).

We further draw on cognitive consistency theory to explain how consistent efforts of an organization's CSR activities help maintain

internal harmony of employees' thoughts, beliefs and attitudes, which is reflected in their positive behavioral responses (Shahzadi et al., 2024). In this article, we have aligned our model with the observations made by Chen et al. (2020) that inconsistency occurs when the organization's CSR efforts are not considered genuine, done only to claim underserved moral benefits.

2.2 | Hypotheses development

2.2.1 | CSR perceptions and employee advocacy behavior

CSR is a meta-construct that has been widely researched across multiple disciplines for more than two decades (Aguinis & Glavas, 2019), yet a consensus on its definition is still not reached (Boğan & Dedeoğlu, 2020). CSR includes activities that may be perceived as the moral duty of the enterprise on the one hand and alternatively may be considered as a reflection of goodwill (Boğan, 2021). For an organization, CSR's impact on employees' perceptions is more significant than the actual CSR activities (Silva et al., 2023). Thus, positive CSR encourages employees to exhibit positive attitudes and work behaviors (Zhao et al., 2022). On the other hand, EAB can be described as employees' voluntary behavior to endorse their company externally, including customers, family, acquaintances, and potential employees (Chomvilailuk & Butcher, 2023). Although employee advocacy is beneficial for organizations, these behaviors are discretionary and go beyond the worker's job necessities and are tough to promote at the workplace (Shah et al., 2021; Tsarenko et al., 2018). Lee (2021) argued that EAB is a voluntary act of an employee who not only endorses their organization but also defends their organization in front of customers and other employees as and when required.

Kremer et al. (2019) state that if employees have a positive CSR perception of their organization, they do their assigned jobs well and perform many unassigned jobs for their benefit. Arguably, employees of such organizations that are supportive and communicate openly and effectively about their activities are likely to speak positively about the organization voluntarily (Walden & Kingsley Westerman, 2018). Resonating with signaling theory, it can be argued that an organization can send positive messages about its social sensitivity and robust value system through positive CSR initiatives, thereby building trust and goodwill in the eyes of internal and external stakeholders. Furthermore, aligning with the cognitive consistency theory, it is evident that an organization's substantive CSR leads employees to believe in its good intentions by reducing inconsistencies in the organizational commitment to social causes. This motivates employees to display EAB (Ahmad, Ullah, AIDhaen, Han, & Scholz, 2022). Hence, we suggest the subsequent hypothesis:

H1. There may exist a significant relationship of CSR perceptions with employee advocacy behavior.

2.2.2 | CSR perceptions and OJ

OJ can be viewed as the employees' perceptions and judgments of the fairness of the treatment by their organization in workplace settings (Cao et al., 2023). The majority of research on the conceptualization of OJ has either focused on the fairness of the ends achieved as explained by the distributive justice (DJ) approach or focused on the fairness of the means used to achieve those ends as explained by the procedural justice (PJ) approach (Cropanzano et al., 2007; Lu et al., 2020; Simmons, 2003). Individuals utilize the notion of OJ (including DJ and PJ) to decide whether the organizations' decisions are legitimate, thereby facilitating positive and targeted organizational outcomes (Akram et al., 2020).

In the current study, OJ has been utilized to scrutinize the relationship among employees' evaluation of CSR activities and work behaviors (Chen & Khuangga, 2021). In other words, employees' CSR directly influences their opinions about fairness and justice in their organizations (Jannat et al., 2024). In our study, DJ is described as a semblance of equality among workers through fairness in the sharing of rewards and organization resources (Rupp & D., 2011), while PJ is viewed as an organization's results based on the same rules for everyone (Frenkel et al. (2012)). In other words, assessments of PJ are based on well-organized and systematic structures. Interestingly, research has proven that individuals care about justice and fairness, including justice for themselves and others (Rupp et al., 2018).

Many past studies have suggested the association between CSR and DJ, but very few studies have tested the relationship empirically (Chen & Khuangga, 2021). Furthermore, organizations that believe in being socially responsible come up with fair and consistent policies, with rational resource allocation making the employees believe they are receiving what they justifiably deserve (Wang et al., 2024). The tenets of the underlying signaling theory can be used to explain this phenomenon. As CSR is directly related to employees' self-interests or first-party justice (Chen & Khuangga, 2021) as well as justice for others or third-party justice (Rupp & D., 2011), any CSR gap may provoke employees' perceptions of injustice that may lead to negative consequences for the organizations (Cao et al., 2023). Therefore, structured CSR disclosure by the organization will create positive CSR and significantly instill trust in the organization's fairness and ethical stance. Thus, we offer the following hypothesis:

H2. There may exist a significant relationship of CSR perceptions with distributive justice.

H3. There may exist a significant relationship of CSR perceptions with procedural justice.

2.2.3 | OJ and employee advocacy behavior

It is well established in the literature that OJ strongly affects employee behavior. However, we did not find any specific study that

establishes the relationship of OJ with EAB. According to the research by Karem et al. (2019), OJ has a significant relationship with how well employees are committed to their tasks. Jehanzeb & Mohanty, 2020 discovered a significant connection between OJ and commitment, which may eventually lead to EAB. According to Grego-Planer (2019) DJ and PJ are related to emotional and normative commitment. Employees who feel committed to the organization will likely say good things without being prompted (Men, 2014). Further, OJ is considered a motivational factor influencing employees to engage in organization-supportive behavior, including sharing positive news or defending employers from criticisms (Walden & Kingsley Westerman, 2018). Based on signaling theory, an organization sends positive signals regarding its commitment to social cause and sensitivities through its CSR activities that help form goodwill and trust in its noble intentions. This reinforces the employees' feeling of OJ and fairness, which ignites their EAB.

Hence, we suggest the following hypothesis:

H4. There may exist a significant relationship of distributive justice with employee advocacy behavior.

H5. There may exist a significant relationship of procedural justice with employee advocacy behavior.

2.2.4 | OJ as a mediator

OJ relates to the perception of employees regarding the fairness of the treatment in their organization (Colquitt et al., 2013). We have focused on distributive and PJ because, according to a meta-analytic study conducted by Shao et al. (2013), they are closely related to employee behavior and job engagement. Although the literature has intermittent evidence about the relationship between CSRP and employee behavioral responses (Kim et al., 2023; Murshed et al., 2023; Ranjan & Dash, 2024), there was no evidence of any mediating effect of OJ between CSRP and EAB (Losada-Otálora & Alkire, 2021; Chen & Khuangga, 2021). Nevertheless, when the CSR actions of an organization adequately meet the need for fairness and perceived justice of employees (Boğan & Dedeoğlu, 2019; Lu et al., 2020; Zhao et al., 2022), it helps enhance advocacy behavior. The signaling theory explains that an organization's socially responsible behavior and commitment boosts the employees' perceptions of fairness and justice, which sets the stage for subsequent EAB. In other words, we assume that if employees have a positive CSR perception of their organizations and feel they are fairly treated, they will develop extra-role behaviors such as employee advocacy to reciprocate their benefits. This brings us to the following hypothesis:

H6. Distributive justice mediates the relationship of CSR perceptions with employee advocacy behavior.

H7. Procedural justice mediates the relationship of CSR perceptions with employee advocacy behavior.

2.2.5 | CH as moderator

Perceived CH is a display of contradictory behavior in terms of lack of morality, word-action inconsistencies, double standards and breach of psychological contract at the employee-employer level (Miao & Zhou, 2020). CH emerges when an organization's actions are contrary to the image it is portraying to its stakeholders, and this definitely affects the employees' attitudes and behaviors towards the organization (Smith & Rhiney, 2020). In this paper, we have considered CH as the inconsistency between the CSR perception of employees and the actual CSR motives of the organization, which is to use it to claim underserving moral benefits (Effron et al., 2018). When the employees of the organization find CSR perceptions and CH to coexist, it can have a number of negative effects, including making employees think negatively about the fairness and justice stance of the organization (Wagner et al., 2009). If employees perceive the organization's CSR efforts to be symbolic, they will find the organization to be fake and hypocritical, which will negatively influence employees' views about the organization's ethical stance, eventually affecting the EAB. Resonating with cognitive consistency theory, it can be inferred that employees' symbolic attributions about CSR efforts lead to cognitive dissent that disrupts the harmony between employees' beliefs about CSR motives and the organization's activities. Such dissent can result in employees' cynicism and lack of trust in the organization's ethical stance, which would ultimately reduce employee advocacy (Shahzadi et al., 2024).

Hence, we propose the subsequent hypothesis:

H8a. Corporate hypocrisy moderates the relationship between distributive justice and employee advocacy behavior.

H8b. Corporate hypocrisy moderates the relationship between procedural justice and employee advocacy behavior.

H9a. The relationship between CSR perceptions and employee advocacy behavior, mediated by distributive justice, is moderated by corporate hypocrisy.

H9b. The relationship between CSR perceptions and employee advocacy behavior, mediated by procedural justice, is moderated by corporate hypocrisy.

Appendix 1 gives the significant studies done in the area being studied.

3 | RESEARCH METHODOLOGY

3.1 | Research design and data collection

To test the relationships assumed in the hypothesized model, cross-sectional investigation was carried out with the employees working in



hospitality sector in India. The hospitality industry was chosen as this industry has the second highest GDP contributions to Indian economy in Asia-Pacific region (Statista, June 2024). This sector is constantly witnessing expansion and expected to double its contribution in next 10 years. Due to this it is important to understand the employee perception of the CSR practices followed within the industry and its association with their advocacy behavior.

The sample frame for the present study consists of employees from the hospitality sector in India. For collecting data, approximately 55 HR managers from various hotels were contacted and informed about the study's objective. Of those contacted, 24 HR managers from across India consented to data collection. Purposive sampling was used to ensure wide data coverage from various locations. HR managers were assured of data confidentiality. The data were collected in a span of 4 months (January to April 2023) and in two phases using structured and self-administered questionnaires following prior studies (Abbas, Balsalobre-Lorente, et al., 2024). In phase one, the data were collected on demographic variables, independent variable (CSRP) and moderator (CH), whereas, in phase two, the data were collected for the mediating variables (PJ and OJ) and dependent variable (employee advocacy behavior) using separate survey links for the questionnaires. Initially, the survey link, along with a Word document containing a detailed explanation related to the context of the study and a description of how to fill out a questionnaire, was forwarded to agreed HR managers, which they have further forwarded to their employees. In phase one, 422 completed responses were received. In phase two, the second link was shared with HR managers along with the list of email IDs who responded in phase one. In phase two, 384 completed responses were received, out of which 24 responses were discarded due to straight-lining problem and low standard deviation (Sharma et al., 2022). Finally, 360 responses were used for analysis. The final data were then checked for the normality, using skewness and kurtosis coefficients and data found to be non-normal, hence partial least square—structural equation modeling (PLS-SEM) was used for data analysis in the present study. The respondents include approx. 66% of males, 77% of them were less than 30 years of age, and 55% were working on junior managerial positions. The majority of them (52%) were earning less than 15 lakhs, while 40% had less than 5 years of experience, and 52% were working with the same organization for almost 3 years.

3.2 | Measures

All items were measured using a 7-point Likert scale, where a score of 1 indicated “strongly disagree” and a score of 7 indicated “strongly agree.” The entire scale was checked for its reliability and was found to be above 0.70. All the scales used in the study were well established. Employee's CSR perception was measured using a 3-item scale by Shin and Hur (2020). The statements provided are “My organization demonstrates social responsibility” and “My organization prioritizes enhancing societal well-being” as examples. Wagner et al. (2009) embraced the concept of CH.

This 6-item scale includes the statements such as “My organization does exactly what it says” and “My organization puts its words into action.” Out of six, three items of CH were dropped due to low factor loading. Further, DJ and PJ were measured using a 3-item scale each developed by Nadiri and Tanova (2010).

The items used to assess DJ included statements such as “I perceive my salary as fair” and “The company provides fair rewards based on my work performance.” PJ was evaluated through statements like “I collaborate with my supervisor to create future plans” and “My supervisor seeks my input on ways to enhance the firm's performance.” Walden and Kingsley Westerman (2018) utilized a 4-item scale to assess employee advocacy behavior. This scale included statements such as “I will publicly express positive views about my organization” and “I will recommend the organization to individuals seeking my guidance.” These statements serve as examples of employee advocacy activity.

3.3 | Common method bias

Common method bias (CMB) usually appears when all the constructs are measured using the same method, and it is defined as the inflated association between various constructs of the study. We have taken both procedural and statistical measures to exclude the prospect of CMB. As a procedural approach, first, the respondents were assured about the anonymity of the data; second, the context of the study was shared through an elaborate document with the instructions to fill the questionnaire; and lastly, by keeping the questionnaire short, simple and inclusion of reverse coded items (MacKenzie & Podsakoff, 2012). Further, Harman's single-factor test and full collinearity test were performed as a statistical measure. In Harman's single-factor test, the first factor explained only 28.64% of the variance, which was well below the accepted value of 50% and hence suggests the absence of CMB. Further, to rule out the presence of CMB, a full collinearity test was also conducted, where variation influence factor (VIF) values were calculated for the inner model (Table 3) and found to be below the threshold value of 3 (Kock, 2015). This confirms the absence of CMB.

4 | RESULTS

4.1 | Data analysis

This study followed PLS-SEM suggested by Hair et al. (2019) for evaluating the measurement model, and Smart PLS 4.0 was used for this purpose. Considering non-normality of data, research questions and hypotheses framed for the study, that involved structural equations, mediation, moderation, and mediated moderation makes the model relationships very complex, hence, PLS-SEM is preferred over covariance-based—structural equation modeling. There exist many studies in literature that have successfully used PLS-SEM approach to assess the similar kind of relationships (Bhatia & Singh, 2024; Sharma et al., 2022; Singh et al., 2022).

4.2 | Assessment of measurement model

To establish the goodness of each construct, indicators and internal reliability were used. Indicator reliability was assured by having a factor loading of 0.70 and above for each item loaded on the construct (Sarstedt et al., 2014). Cronbach alpha was used to establish internal reliability. Cronbach alpha was above 0.60 for each construct, confirming internal reliability (Nunnally, 1978). Further, to ascertain internal reliability, Rho_A values were calculated and found to be well above the accepted value of 0.60. The results related to indicator and internal reliability are presented in Table 1.

Next, validity for each construct was worked upon. Convergent validity and discriminant validity were established for the study variables. Average variance extracted (AVE) for each construct was calculated and found to be above the accepted value of 0.50 (Fornell &

Larcker, 1981). Further, Fornell and Larcker approach and HTMT ratios were used to establish discriminant validity and found as per the threshold limits (Fornell & Larcker, 1981; Henseler et al., 2016). The results related to discriminant validity are presented in Table 2. The findings offered in Tables 1 and 2 confirm a good fit for the measurement model.

4.3 | Assessment of structural model

Subsequently, all the direct and indirect paths suggested in the proposed model were assessed using the 10,000 bootstrap sub-samples generated at a 95% confidence interval. The demographic variable (total experience with the current organization) was taken as the control variable while assessing the structural model. No significant effect

TABLE 1 Results concerning convergent validity and internal consistency reliability.

Construct	Item	Factor loadings	Cronbach's alpha	Rho_A	CR	AVE	VIF
Corporate hypocrisy	CH4	0.826	0.796	0.798	0.880	0.710	1.658
	CH5	0.847					1.667
	CH6	0.854					1.754
CSR perceptions	CSRP1	0.841	0.815	0.816	0.890	0.730	1.699
	CSRP2	0.857					1.851
	CSRP3	0.866					1.886
Distributive justice	DJ1	0.772	0.786	0.797	0.875	0.702	1.439
	DJ2	0.870					1.875
	DJ3	0.867					1.855
Employee advocacy behavior	EAB1	0.806	0.856	0.858	0.903	0.699	1.800
	EAB2	0.855					2.148
	EAB3	0.836					1.960
	EAB4	0.847					2.079
Procedural justice	PJ1	0.833	0.777	0.777	0.871	0.692	1.608
	PJ2	0.828					1.586
	PJ3	0.834					1.614

Source: Author's calculation.

Abbreviations: AVE, average variance extracted; CSR, corporate social responsibility; VIF, variation influence factor.

TABLE 2 Discriminant validity.

	1	2	3	4	5
1. CH	0.843				
2. CSRP	-0.760 (0.841)	0.855			
3. DJ	-0.682 (0.754)	0.611 (0.773)	0.838		
4. EAB	-0.794 (0.859)	0.801 (0.858)	0.676 (0.717)	0.836	
5. PJ	-0.672 (0.752)	0.718 (0.802)	0.611 (0.679)	0.767 (0.840)	0.832

Source: Author's calculation.

Note: Diagonal items (bold) in the matrix represent square root of AVE, off-diagonal represents correlation coefficients; values in bracket represent HTMT ratio.

Abbreviations: AVE, average variance extracted; CH, corporate hypocrisy; CSRP, corporate social responsibility perceptions; DJ, distributive justice; EAB, employee advocacy behavior; PJ, procedural justice.

of total experience was seen on DJ, EAB and PJ. All the hypotheses concerning direct relationships were found to be significant. As presented in Table 4, CSR was found to possess a constructive and noteworthy relationship with EAB, hence supporting H1. Hypotheses H2 and H3 talked about the positive and significant relationship of CSR with DJ and PJ, respectively. The results also revealed the positive and significant relationship of CSR with DJ and PJ. Similarly, the results support H4 and H5, which suggest that DJ and PJ both positively and significantly related to EAB. The findings

related to the direct relationships studied in the model are offered in Figure 2/Table 4.

Further, to examine the mediating effect of DJ and PJ in the relation between CSR and EAB, bootstrapping results were used (Jose, 2013). These results suggest that DJ and procedural justice both partially mediate the relation among CSR and EAB, supporting H6 and H7. Looking at specific indirect effects presented in Table 4, it is evident that DJ and PJ serve as a mediator between CSR and EAB. Variance account factor (VAF) was also calculated to confirm partial mediation effect of DJ and PJ between CSR and EAB. The VAF value was found to be 20.11% and 33.63%, respectively, which is less than VAF value required value for full mediation (Hair et al., 2011). Later, to understand the mediated moderation relationship, first, the moderation effect of CH was tested between DJ and EAB and PJ and EAB. The result suggests that CH fails to moderate the relationship between DJ and EAB, rejecting H8a. However, CH moderates the relationship between PJ and EAB, proving H8b. Further, the moderating effect of CH in the relationship of CSR and EAB, mediated by DJ and PJ was tested. The results presented in Table 4 show that at different levels of CH, the conditional indirect effect of DJ between CSR and EAB is statistically insignificant. Hence, H9a is rejected. However, at different levels of CH, the conditional indirect effect of PJ in the relationship between CSR and EAB is statistically

TABLE 3 Variation influence factor (VIF) values for the inner model.

	1	2	3	4	5
1. CH				2.992	
2. CSR			1.000	2.952	1.000
3. DJ				2.049	
4. EAB					
5. PJ				2.397	

Source: Author's calculation.

Abbreviations: CH, corporate hypocrisy; CSR, corporate social responsibility perceptions; DJ, distributive justice; EAB, employee advocacy behavior; PJ, procedural justice.

HYP	Path	Beta	STDEV	t-value	p-value	Result
H1	CSR → EAB	0.301	0.048	6.268	0.000	Supported
H2	CSR → DJ	0.609	0.040	15.250	0.000	Supported
H3	CSR → PJ	0.716	0.033	21.568	0.000	Supported
H4	DJ → EAB	0.118	0.040	2.915	0.002	Supported
H5	PJ → EAB	0.264	0.045	5.902	0.000	Supported
Mediation		Indirect	p-value	t-value	VAF	Result
H6	CSR → DJ → EAB	0.113	0.002	3.839	20.11	Supported
H7	CSR → PJ → EAB	0.189	0.000	5.521	33.63	Supported
Moderation		Beta	STDEV	t-value	p-value	Result
H8a	DJ*CH → EAB	-0.012	0.042	0.278	0.390	Not supported
H8b	PJ*CH → EAB	0.057	0.033	1.751	0.040	Supported
Control variable (total experience)		Beta	STDEV	t-value	p-value	Result
	TE → DJ	0.049	0.044	1.104	0.135	Not supported
	TE → EAB	0.030	0.031	0.950	0.171	Not supported
	TE → PJ	0.038	0.031	1.238	0.108	Not supported
Moderator: CH		Beta	STDEV	t-value	p-value	Result
H9a	CSR → DJ → EAB +1 SD	0.057	0.038	1.479	0.070	Not supported
	CSR → DJ → EAB Mean	0.065	0.025	2.614	0.004	
	CSR → DJ → EAB -1SD	0.073	0.032	2.266	0.012	
H9b	CSR → PJ → EAB +1 SD	0.230	0.044	5.255	0.000	Supported
	CSR → PJ → EAB Mean	0.188	0.035	5.382	0.000	
	CSR → PJ → EAB -1SD	0.147	0.040	3.620	0.000	

Source: Author's calculation.

Abbreviations: CH, corporate hypocrisy; CSR, corporate social responsibility perceptions; DJ, distributive justice; EAB, employee advocacy behavior; PJ, procedural justice; STDEV, standard deviation; TE, total experience; VAF, variance account factor.

TABLE 4 Analyses of the structural model.

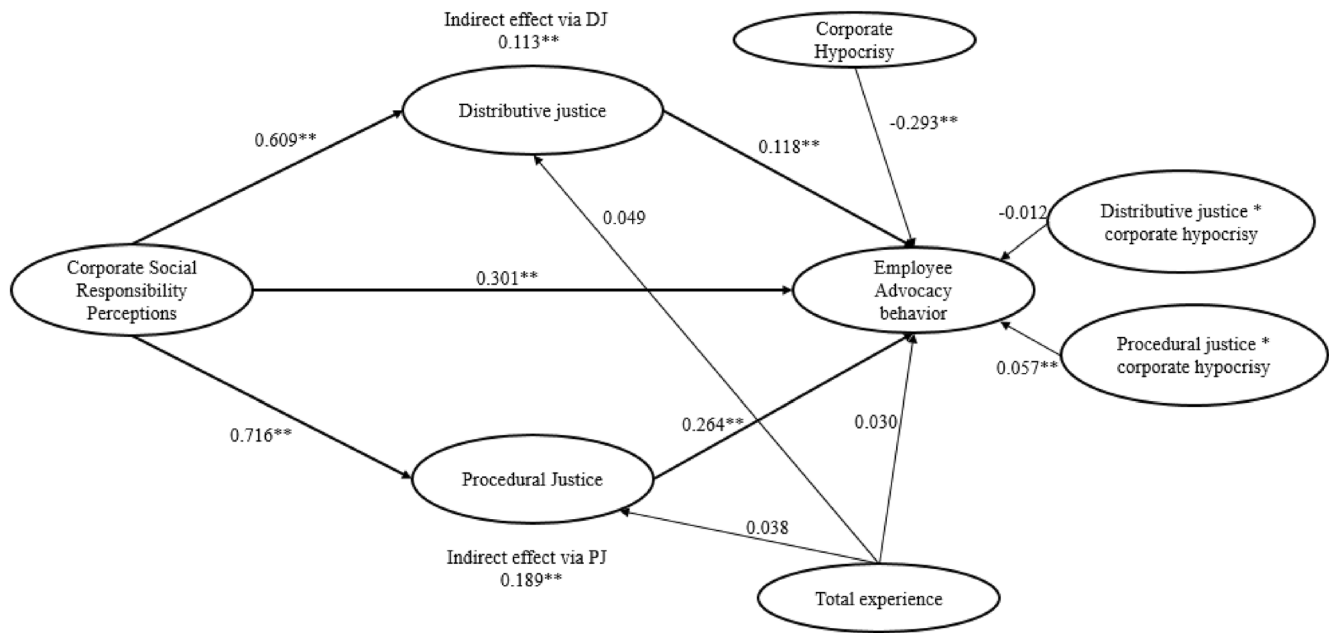


FIGURE 2 Structural model. DJ, distributive justice; PJ, procedural justice.

significant, proving H9b to be true. It can be concluded that CSR causes EAB through PJ, and the chances of exhibiting EAB are lower for the employees who feel a high level of CH in their organization.

4.4 | Model quality

After the fit of the measurement model, the structural model was assessed using PLS-SEM. Looking at the value of standardized root mean squared residual (SRMR = 0.060), a good fit was established for the model (Henseler et al., 2015). Additionally, R-square, f-square and Q-square values were calculated to evaluate the PLS-SEM model. These values helped us to assess the predictive power, effect size and predictive relevance, respectively. The R-square values for DJ were 0.374, for PJ 0.517, and for EAB 0.776. This means that CSR explains 37.4% of the variation in DJ, whereas CSR explains 51.7% of the variance in PJ. Similarly, DJ and PJ together explain 77.6% of the variation in EAB. Further, about effect sizes (f-square values), according to the range given by Kenny and Judd (2019), the results show that CSR has large effect on DJ (0.589) and PJ (1.057) and CH, CSR, DJ, and PJ collectively have large effect on EAB (0.127, 0.137, 0.030, and 0.129 respectively). Additionally, blindfolding techniques were utilized to understand the predictive significance of dependent variables, and the Q-square predict values of DJ, PJ and EAB are presented in Table 5, which confirms satisfactory predictive significance.

4.5 | Assessment of model robustness

We assessed the results' robustness against endogeneity and linearity issues using Gaussian Copula (Park & Gupta, 2012) following Hult

TABLE 5 Predictive power.

	Q ² predict	RMSE	MAE
DJ	0.959	0.686	0.531
EAB	0.982	0.495	0.385
PJ	0.975	0.588	0.438

Source: Author's calculation.

Abbreviations: DJ, distributive justice; EAB, employee advocacy behavior; PJ, procedural justice.

et al. (2018) recommendations and nonlinear effects following Sarstedt et al. (2020) recommendations, using the utilities embedded into SmartPLS4. As Tables 6 and 7 shows, values of all direct effects' Gaussian copula (GC) and quadratic effects (QE) were insignificant ($p > 0.01$), indicating an absence of endogeneity and nonlinearity-specific issues, attesting to the model's robustness.

5 | DISCUSSION

This study examined the relationship between employees' CSR perceptions and advocacy behavior and the extent to which OJ mediates this association. We also attempted to review the role of CH as a moderator on the indirect relationship of CSR and EAB via OJ. We posited signaling theory and cognitive consistency theory to form the theoretical underpinning of our research model. Considering the respondents of our study were employees from the Indian hospitality sector, the current research will help identify ways and methods for fostering employees' voluntary positive perception and communication about the organization.

TABLE 6 Assessment of endogeneity (robustness).

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	p values	Significant
CH → EAB	-0.291	-0.288	0.052	5.580	0.000	
CSRP → DJ	0.709	0.677	0.160	4.438	0.000	
CSRP → EAB	0.290	0.304	0.104	2.781	0.003	
CSR → PJ	0.585	0.609	0.120	4.869	0.000	
DJ → EAB	0.117	0.120	0.040	2.917	0.002	
TE → DJ	-0.105	-0.108	0.281	0.374	0.354	
TE → EAB	-0.260	-0.238	0.264	0.989	0.161	
TE → PJ	0.005	0.013	0.225	0.021	0.492	
PJ → EAB	0.264	0.264	0.045	5.832	0.000	
GC (TE) → DJ	0.223	0.228	0.451	0.494	0.311	No
GC (TE) → EAB	0.487	0.456	0.419	1.160	0.123	No
GC (TE) → PJ	0.040	0.028	0.365	0.110	0.456	No
GC (CSRP) → DJ	-0.092	-0.063	0.148	0.621	0.267	No
GC (CSRP) → PJ	0.122	0.100	0.096	1.276	0.101	No
CH* PJ → EAB	0.059	0.059	0.035	1.716	0.043	
CH* DJ → EA	-0.011	-0.012	0.042	0.254	0.400	

Source: Author's calculation.

Abbreviations: CH, corporate hypocrisy; CSRP, corporate social responsibility perceptions; DJ, distributive justice; EAB, employee advocacy behavior; PJ, procedural justice; TE, total experience.

TABLE 7 Assessment of linearity (robustness).

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	p values	Significant
CH → EAB	-0.299	-0.298	0.053	5.693	0.000	
CSRP → DJ	0.599	0.599	0.046	12.937	0.000	
CSRP → EAB	0.278	0.278	0.049	5.631	0.000	
CSR → PJ	0.729	0.730	0.034	21.743	0.000	
DJ → EAB	0.113	0.115	0.040	2.804	0.003	
TE → DJ	0.039	0.039	0.083	0.470	0.319	
TE → EAB	0.110	0.111	0.051	2.176	0.015	
TE → PJ	0.060	0.062	0.081	0.750	0.227	
PJ → EAB	0.272	0.271	0.045	6.112	0.000	
QE (CSRP) → DJ	-0.020	-0.020	0.040	0.513	0.304	No
QE (CSRP) → PJ	0.023	0.023	0.036	0.652	0.257	No
QE (TE) → DJ	-0.003	-0.004	0.040	0.087	0.465	No
QE (TE) → EAB	-0.038	-0.039	0.023	1.656	0.051	No
QE (TE) → PJ	-0.017	-0.018	0.036	0.484	0.314	No
CH*PJ → EAB	0.031	0.033	0.033	0.930	0.176	
CH*DJ → EAB	-0.021	-0.022	0.043	0.486	0.314	

Source: Author's calculation.

Abbreviations: CH, corporate hypocrisy; CSRP, corporate social responsibility perceptions; DJ, distributive justice; EAB, employee advocacy behavior; PJ, procedural justice; TE, total experience.

As hypothesized (H1), CSR perceptions were found to have a significant association with the advocacy behavior of the employees. Although a few studies have been conducted exploring the effect of employees' CSR perceptions on their behavioral and attitudinal outcomes (Fatima & Elbanna, 2023; Lee, 2021; Vlachos et al., 2017), not

much research was found on the association of CSR perceptions of employees with their advocacy behavior in the hospitality & tourism organizations. Similar to our observation, in a study based on 263 employees from China, Liu, Guo, et al. (2021) found that CSR awareness is positively associated with employee advocacy. The

results are especially significant in the hospitality sector, as it is very difficult for organizations to survive and outperform their competitors (Ahmed et al., 2024; Fatima & Elbanna, 2023). Not only the stiff competition, the organizations further struggle with the issue of high turnover and employee disengagement. Therefore, CSR as a means to enhance the advocacy behavior of the employees in a service-dominant sector would offer great insights for the hospitality businesses to improve their reputation and brand image. Understanding the phenomena from a signaling theory perspective, CSR engagements influence the employees' psychology to evaluate their socially responsible organizations in a positive light. Further, as per cognitive consistency theory, these CSR attributions must be substantive as they will cue the employees to respond through their extra-role behavior, such as advocacy and delivering above-par services to their customers. The current findings assert the importance of CSR initiatives as a valuable mechanism to induce employees to feel and talk positively about the organization to external audiences, thus enhancing the organization's reputation. This effectively supports our first RQ, which is that CSRP promotes EAB.

Moreover, positive CSR perceptions of the employees are important as they care about the presence of perceived justice and fairness in their organization. Employees' outlook towards the authenticity of the organization's CSR activities leads to their judgments about fair and just systems and practices (Lu et al., 2020). This was observed in our research findings, leading us to accept both hypotheses H2 and H3. The results can be interpreted with the help of the signaling theory that genuine CSR motives act as signals to the employees about the values-driven approach of the organization towards social causes. Such signals will likely meet the employees' expectations of being treated with similar care in their organization. It was found that the association of CSR perceptions was stronger with procedural justice than DJ. CSR perceptions and OJ constructs are based on assumptions of fair and ethical treatment (Chen & Khuangga, 2021). Cognitive consistency theory can be invoked to explain that employees' perceived genuineness of the consistent CSR initiatives of their organization is reflected in the perceived fairness of organizational systems and practices.

Results confirmed positive associations of distributive and procedural justice with employee advocacy behavior (H4 and H5). Employees seek OJ that is achieved when their practices are considered unbiased and trustworthy. Moreover, employees care about justice as it indicates the extent to which the organization values them, and this is reflected in their attitudes and behaviors at work (Rupp & D., 2011). Interestingly, the perceptions of justice go beyond the self; even injustices committed towards third parties equally affect the perceptions of the employees regarding OJ motives. Applying the signaling theory in this context, perceived justice as driven by direct or observed employee experiences acts as a proxy for trust reposed in the fairness of organizational actions and intentions that, in turn, leads to advocacy behavior as the employees repose their trust in the organization.

Further, the findings confirmed the partial mediating effect of OJ – both distributive and procedural on the relationship between CSR perceptions and employee advocacy behavior (H6 and H7). If the CSR engagements of organizations are perceived to be genuine, it

signals the employees that the firm is likely to treat them with similar care as shown to others through their socially responsible acts. Such CSR activities address the employees' psychological need for morality and fairness (Rupp et al., 2013), and they increase the advocacy behavior of the employees. Moreover, when the employees find their organization's extending voluntary commitment for greater social benefits, they become self-motivated to support their organization through their advocacy behaviors. This happens because they develop trust and faith in the organization, and their psychological need to be useful to society is met through the organization's efforts. This effectively answers the second research question that OJ strengthens the association of CSRP with advocacy behavior.

Further, the findings revealed that CH did not moderate the relationship between DJ and advocacy behavior (H8a). Since DJ concerns the employees' perceptions about the fairness of the expected personal outcomes, their perceptions remain unaffected even in the presence of CH (Jung & Ali, 2017). In other words, as DJ is perceived as a congruence between personal efforts and expected outcomes, the presence of perceived hypocrisy may not affect their advocacy behavior. Another study (Chen et al., 2020) found that if the employees are convinced about past good deeds, they would be willing to interpret CH as unintentional or even accidental, thereby completely mitigating the moderating effect of hypocrisy. It is thus clear that the mediated moderation effect of CH on the indirect relationship of CSRP and EAB through DJ (H9a) was also not significant. This is because the employees feel that the CSR initiatives of the organizations are for the larger good and have no effect on their personal outcomes. This ensures that CH does not significantly affect the indirect relationship of CSRP and employee advocacy behavior through DJ.

However, our analysis confirmed a significant moderating effect of CH on the relationship between procedural justice and employee advocacy, thus accepting H8b. Prior studies have observed that CH has detrimental effects on stakeholders' judgments regarding the organization (Nave & Ferreira, 2019; Wagner et al., 2009). In the context of procedural justice, if employees perceive their organizational processes and practices to be fair, then the trust in the authority does not vanish easily. Such employees indulge in advocacy despite evidence of CH in the organization (Baghi & Antonetti, 2021). Further examining the mediated moderation effect of CH on the indirect relationship of CSRP and EAB through PJ was found to be significant at high and low levels of standard deviation (H9b), which resonates with the earlier findings. Arguably, procedural justice helps employees evaluate organizational actions as fair and fully trust the organization's commitment to social responsibilities, thus ignoring or superseding any skepticism due to CH and not letting it affect employee advocacy behavior.

6 | IMPLICATIONS

6.1 | Theoretical implications

The current research presents multiple theoretical implications and enriching contributions to the existing literature on employees'



perceptions of CSR, OJ and advocacy. The study utilized the cognitive consistency and signaling theories to explain the study variables' associations. First, the study offers a micro-perspective of analyzing employees' CSR perceptions to motivate employee advocacy behavior. This relationship has not been explored earlier. Furthermore, the current study extends the model by offering a unique proposition of including OJ – distributive and procedural as potential mediators in this association. Most of the earlier studies have utilized CSR perceptions in the context of outcomes such as pro-environmental behavior (Kim et al., 2016), organizational citizenship behavior (Gullifor et al., 2023), organizational performance (Cao et al., 2023), and so forth. Significant mediating effects of OJ observed in the study suggest that employees feel respected and valued if they perceive their employers as fair and just (De Roeck & Maon, 2018), strengthening their advocacy behavior.

Another unique contribution of the study is moderating role of CH in a unified model. This has not been investigated in any previous research. It was identified that the employees indulge in advocating for their socially responsible organization in the presence of procedural, OJ. However, when the employees witnessed hypocritical behaviors in their organizations, the positive relationship of CSR perceptions with advocacy behavior through procedural justice were weakened. The authors believe that with a better understanding of the underlying factors and mechanisms of influencing employee behavior, organizations can work towards shaping strong employee advocates.

The findings suggested that positive CSR perceptions contribute towards establishing and maintaining long-term and satisfactory employer-employee relationships based on the perceptions of organizations following ethical practices. When employees perceive that the organization is genuinely involved in socially responsible practices, they feel secure, and this enhances their perceived notion of DJ prevailing in the organization, further culminating in advocacy behavior. Greater perceptions of strong CSR strategies may not be diminished in the presence of DJ, despite potential negative effects produced by CH, which may be seen as unintended genuine lapses by the organizations.

Moreover, by drawing on signaling theory, the study also proposes a new perspective to promote the unobservable humanitarian side of the organization through informal signaling by employees' advocacy behavior. Thus, the study has been able to complement the CSR studies from the perspective of internal stakeholders (i.e., employees) as they are carriers of information on CSR activities for the external stakeholders (i.e., customers, society, etc.). The study also emphasizes the theoretical underpinnings of cognitive consistency theory that reveals that the CSR symbolic attributions provide crucial cues to employees about the genuineness of the CSR efforts of the organization. Cognitive dissonance arising due to inconsistency in CSR initiatives of the organization results in instilling a lack of trust and a cynical approach of employees who take it as a cue to the hypocritical actions of the organization. This results in decrement in advocacy behavior.

6.2 | Practical implications

Apart from theoretical contributions, the current study is also very significant from the lens of practical implications for the hospitality industry practitioners. First, the study has established the role of positive CSR perceptions in inducing employee advocacy. The success of any organization, especially the hospitality business, largely depends on positive reviews and recommendations. Generally, people prefer those places for eating out or holiday stays recommended by their friends, family and acquaintances. Furthermore, the trust in employee testimonials and advocacy is higher than in any other promotion mechanism deployed to increase business. Therefore, hospitality management and HR practitioners must focus on creating positive employee perceptions of CSR by implementing strategic CSR activities to enhance organizational image. This will help activate employee advocacy, where employees will serve as credible spokespersons for the organization to promote it among external audiences. The findings thus indicate the need to identify key CSR aspects that are particularly relevant and significant for enhancing employees' trust, which would encourage the creation and dissemination of positive sentiments about the organization.

As organization justice was found to be an essential supplementing factor in promoting employee advocacy, organizations must create a sense of justice among the employees towards themselves and others. Organizations, thus, emanate positive signals to the employees, convincing them about the genuine motives behind the CSR initiatives undertaken, thus engaging them in advocacy on behalf of the organization. Therefore, management needs to design CSR activities that act as indicators of authentic CSR motives that evoke employee advocacy. This is especially significant in the hospitality sector, as such employees act as goodwill managers and reputation builders for the organizations' increased reach-out.

The signaling theory perspective in this study establishes that firms must communicate organization-wide CSR initiatives, thereby reducing the asymmetric information available to the employees. This will, in turn, encourage them to disseminate it to the external world further, thus emphasizing the strategic value of CSR in enhancing an organization's positive image in the eyes of the external world.

CH was found to have a moderating effect on the mediated relationship of CSRP with EAB through PJ, implying that the association between procedural justice and advocacy behavior is weakened in the presence of CH. This finding makes it imperative to devise ways and mechanisms to reduce the perceptions of CH in organizations. The organization should make specific efforts to publicize its CSR activities among employees through formal and informal communication channels to create a context for the employees to be active participants in the execution of such activities effectively. Robust CSR strategies will help alleviate the mitigating effect of CH in advocacy behavior because employees will acknowledge the genuine CSR motives of the organization as they would be partaking in it.

Organizations must regularly review the policies and practices in their CSR department and integrate them with government relations and public affairs teams to align the key CSR initiatives with

stakeholders' expectations. This would ensure that the CSR strategy is consistent with the business strategy, enhancing the employees' confidence in the organization's CSR policy and ensuring their advocacy behavior. Further, the organization's key initiatives and positioning on critical CSR issues must be publicly communicated on company websites, reports and speeches of key people. The CSR strategies of the organization act as important tools to exhibit the management's concern towards the larger good of society in turn ensuring positive behavioral intentions of employees.

7 | LIMITATIONS AND FUTURE RESEARCH

Although the current study makes several valuable contributions to theory and practice, there are a few limitations and suggestions for future explorations. First, the study sample included respondents only from hospitality businesses in India. It would be worthwhile to conduct future research across industries and geographical regions to test its validity in different cultural settings. Secondly, this study has explored CSR at the macro level, and a dearth of studies consider CSR at the micro level. Future studies may address this gap. Third, this study has attempted to explore the relationships of CSR perceptions, OJ and CH with employee advocacy behavior. In contrast, there could be other variables like employee empowerment, organizational support, organizational culture, transparent leadership, healthy communication and so forth, which may influence employee advocacy behavior. Furthermore, future studies must incorporate various dimensions of CSR strategies to strengthen the relationship of positive CSR perceptions with the employees' behavioral disposition towards advocacy. Considering the complex human behavior, future researchers may explore the role of other variables and work on the comprehensive model. It is essential to base further studies on enhancing employees' advocacy through online forums/platforms to extend its reach to the outside world. In addition, future research must also consider the CSR perceptions of other stakeholders, that is, consumers, to enhance the advocacy behavior of all these sources.

8 | CONCLUSION

The current study establishes the significant role of positive CSR perceptions in enhancing the sense of fairness and OJ among employees that leads to their advocacy behavior. The study utilized a combination of signaling and cognitive consistency theories as foundational bases to explain the hypothesized associations of the study. The findings depict that employees value the genuine CSR strategies deployed as they strengthen their belief in the organizational efforts to exhibit its socially responsible image, and the advocacy behavior of the employees reflects this. As a strong brand advocate, the employees portray a positive organizational image in the external world that is critical for its survival and maintaining its competitive edge over other organizations. It is, therefore, imperative for organizations to not only develop robust CSR initiatives but also take specific care for their

successful implementation. Further, the organizations must take adequate steps to minimize any inadvertent steps in implementing CSR to avoid adverse situations that may look hypocritical to the employees. This would mitigate any adverse effects of CH, as has been proved by our research findings.

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APPENDIX 1: LITERATURE TABLE ON THE STUDY CONSTRUCTS

Authors	Objective	Independent variable	Dependent variable	Mediator/moderator	Methodology	Outcome
Ranjan, S., & Dash, S. (2024)	Explored the role of employees' perception of firms' internal corporate social responsibility (internal CSR) in reducing their intention to engage in WDB.	Employees' perception of firms' internal corporate social responsibility	Procedural justice	Work deviant behavior	Structural equation modeling	<ul style="list-style-type: none"> Employees' perception of firms' internal CSR reduced their intention to engage in WDB. Workplace deviant behaviors (WDBs) have a significant negative impact on firms occupational strain was confirmed as a mediator in the above-mentioned relationship. Establishes internal CSR as an antecedent to increased perceptions of procedural justice.
Gullifor, D. P., Petrenko, O. V., Chandler, J. A., Quade, M. J., & Rouba, Y. (2023)	Investigated a moderated mediation model focusing on employee perceived CSR and its conditional indirect effect on individual performance via organizational citizenship behaviors (OCBs) within an organization with a more or less ethical environment.	Employee perceived CSR	Individual performance	Organizational citizenship behaviors, ethical environment	Latent moderated mediation technique	<ul style="list-style-type: none"> Employees perception of their firms being socially responsible make them more engaged in OCBs, ultimately resulting in increased individual performance. Process is strengthened when it occurs in an organization with a more, as opposed to less, ethical environment.
Hericher and Bridoux (2023)	CSiR as a moral judgment that a specific action of the organization is intentional, violates a moral standard, and causes harm.	Corporate social irresponsibility	Pride, anger, sympathy and guilt		Experimental and field study	Extending its scope to sympathy and guilt and to the literature on CSiR by offering a conceptualization and a measure of CSiR grounded in deonance theory.
Kim et al. (2023)	Investigates corporate social responsibility (CSR) contributes to a hospitality organization's competitive advantage by influencing employee attitudes.	Internal and external CSR	Organizational commitment and turnover intention	Organizational justice and identification	Structural equation modeling	<ul style="list-style-type: none"> Internal CSR activities had significant sequential effects on organizational justice, organizational identification, and organizational commitment as well as turnover intention. External CSR activities had significant indirect effects on organizational commitment via organizational identification.
Li and Chen (2023)	Understand the mechanism between CSR and Employees' attitudes and behaviors and help enterprises make better organizational interventions that exert CSR to have a positive impact on	Perceived CSR Altruism, perceived CSR execution and perceived CSR participation	Organizational citizenship behavior	Organizational identification	Hierarchical Regression analysis and SEM	<ul style="list-style-type: none"> Confirm the underlying mechanism between CSR and organizational citizenship behavior, which enriches the CSR research at the micro level and promotes the enthusiasm and practice

(Continues)



Authors	Objective	Independent variable	Dependent variable	Mediator/moderator	Methodology	Outcome
	employees based on social exchange and social identity theory.					effectiveness of CSR implementation.
Murshed et al. (2023)	A mediated moderation model of Organizational Identification mediation accounts for the interactive effect of ethical CSR and interactional justice on employee job satisfaction.	Ethical CSR	Organizational identification	Interactional justice	structural equation modeling	<ul style="list-style-type: none"> • Interactional justice moderates the relationship between ethical CSR and organizational identification. • Organizational identification mediates the relationship between ethical CSR and job satisfaction.
Valyte-Zeimiene and Buksnyte-Marmiene (2023)	Analyze the relationship between employees' attributions to socially responsible organizations, organizational justice and turnover intention	Other-oriented attributions	Turnover intention	Organizational justice	Regression analysis	<ul style="list-style-type: none"> • Employees whose attributions to a socially responsible organization are other-oriented are less likely to have the turnover intention and perceive the organization as fair.
Ahmad, Ullah, AIDhaen, Han, Ariza-Montes, and Vega-Muñoz (2022)	Investigate the relationship between CSR and employees' advocacy behavior in the hotel sector of a developing economy with the mediating effect of employees' engagement	CSR	Employee advocacy behavior	Employee engagement	Structural equation modeling	<ul style="list-style-type: none"> • Establish that CSR perceptions of hotel employees can drive their advocacy behavior. Hotels can improve their reputation significantly by converting their employees into advocates, as the personal information source is preferred over company-generated information sources
Chatzopoulou et al. (2022)	Evaluate a moderated mediation model that sheds light on employees' perceptions regarding the interrelations between an organization's external and internal CSR initiatives and their job attitudes and work behaviors	Internal and external CSR	Behavioral and attitudinal commitment	Job satisfaction	Structural equation modeling	<ul style="list-style-type: none"> • Job satisfaction was found to fully mediate the impact of external CSR on behavioral commitment and partially mediate its impact on attitudinal commitment. Internal CSR has no significant association with job attitudes or work behaviors.
Lauriano et al. (2022)	Identify corporate social responsibility (CSR) aspirations by companies as a motivating factor for active employee participation	CSR	Attribution of hypocrisy		Qualitative study	Advances a contextual view of hypocrisy, not as an objective characteristic of an organization, but as an outcome of interpretative processes of perceived motives and results in CSR implementation thereby explains why even highly committed organizations may face accusations of hypocrisy.

Authors	Objective	Independent variable	Dependent variable	Mediator/moderator	Methodology	Outcome
Zhao, X., Wu, C., Chen, C. C., & Zhou, Z. (2022)	Explored how employees perceive and respond to CSR through multiple socio-psychological mechanisms in additive and sequential fashions How such responses could differ depending on the specific stakeholder subgroups targeted by CSR.	Perceived CSR	Organizational commitment, Job satisfaction, OCB and turnover intention	Organizational justice, organizational Trust, and organizational identification.	Meta-structural equation modeling analyses	<ul style="list-style-type: none"> Both parallel and sequential mediation and the sequential mediation model is statistically superior to the parallel mediation model.
Chen and Khuangga (2021).	Internal and external CSR initiatives promote self-focused and other-focused justice, respectively, which contribute to employee-perceived organizational justice and shape positive employee behaviors	Employee perception of CSR	Job satisfaction, Retention intention, Job performance	Organizational justice	FsQCA	<ul style="list-style-type: none"> High CSR perceptions lead to high perceived justice among employees. Combination of high perception of CSR and organizational justice predict positive employee outcomes.
Kim et al. (2021)	Examine influence of employee perceptions of corporate social responsibility (CSR) on their affective organizational commitment (AOC) via procedural justice and organization-based self-esteem (OBSE).	Corporate social responsibility perception	Organizational commitment	Procedural justice and self-esteem	Structural equation modeling	<ul style="list-style-type: none"> Philanthropic CSR did not have significant effects on procedural justice, but had significant direct effects on organizational commitment. Ethical CSR programs can have a positive impact on employees' AOC via their procedural justice and OBSE.
Lee, Y. (2021)	Explores the link between internal corporate social responsibility (CSR) and employee advocacy intention in the anonymous online environment, viewing the positive behavior of employees in anonymous social media as discretionary and altruistic efforts for their organization	Internal CSR	employee advocacy intention	Communal relationship and OCB	structural equation modeling	<ul style="list-style-type: none"> Internal CSR positively influences the organization-employee communal relationship and OCB. <p>Employee-oriented communal relationship plays an important role in increasing OCB, which in turn enhances employee advocacy intention in anonymous social media.</p>
Murshed et al. (2021)	Validates a model that examines how employees' perceptions of a firm's corporate social responsibility (CSR) commitment, specifically, social CSR and environmental CSR, may influence job satisfaction, as mediated by CSR importance to employee. the moderating effect of procedural justice was also tested.	Firm's CSR	Job satisfaction	CSR importance and procedural justice	Structural equation modeling	This research contributes to the emerging CSR-related literature in marketing and provides new insights into the justice-CSR interface.

(Continues)



Authors	Objective	Independent variable	Dependent variable	Mediator/moderator	Methodology	Outcome
Jehanzeb & Mohanty, (2020)	The purpose of this paper is to examine the relationship between organizational justice and organizational citizenship behavior (OCB) while considering the mediating effect of organizational commitment and the moderating role of power distance on this association.	Organizational Justice	Organizational citizenship behavior	Organizational commitment and power distance	Structural equation modeling	<ul style="list-style-type: none"> • Insignificant relationship between organizational justice and OCB, • Significant relationship between organizational justice and organizational commitment
Lu et al. (2020)	<ul style="list-style-type: none"> • Evaluate the employee engagement (EE), and organizational commitment (OC) as a resultant of CSR initiatives. • Examined the impact of distributive justice (DJ), procedural justice (PJ), and job satisfaction (JS) as mediating variables, and the influence of collectivism (COL) as a moderating variable between CSR initiatives and OC and EE. 	Corporate social responsibility	Organizational commitment, employee engagement	Collectivism, job satisfaction, distributive justice and procedural justice	Structural equation modeling	<ul style="list-style-type: none"> • CSR initiatives have a significant positive impact on organizational commitment and employee engagement. • Similarly, the mediation of job satisfaction, procedural justice, and distributive justice was established between the exogenous and the endogenous variables. • Collectivism has a significant impact as a moderating variable between CSR initiatives, and organizational commitment and employee engagement.