From Good Soldier to Bad Apple:
The Dark Side of Corporation Social Responsibility

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Corporate social responsibility has been broadly accepted as an effective way to maintain corporations' sustainability. Many corporations have institutionalized CSR involvement and mobilized their employees to engage in CSR-related activities. However, little research has been done to examine the negative consequences when employees are mandated to engage in CSR activities, not to mention the mechanism connecting CSR mandate and negative consequences. In this research, I found that employees' CSR engagement under organizational pressure will lead to psychological entitlement, subsequently leading to counterproductive work behaviors. Further, socially responsible human resource management policies and employees' narcissism influence the effects of interest.

Keywords: corporate social responsibility, mandate, psychological entitlement, counterproductive working behavior, socially responsible human resource management, narcissism

INTRODUCTION

Despite corporations being essentially economic institutions that pursue business interests (Steiner & Steiner, 1972), it has been widely accepted that corporations should go above and beyond their shareholders by taking care of the needs and interests of stakeholders, who are entities that can "affect or be affected by their businesses" (Freeman, 1984, p.46) because past studies have demonstrated that the stakeholder-oriented business mode provides a more sustainable way for corporations to manage business activities (Freeman, 1994) and keep a balance between shareholders and stakeholders interests (Vinten, 2000). Largely, the stakeholder-oriented consideration is reflected in corporations' commitment to social responsibility (a.k.a., corporate social responsibility, or CSR) as it embodies the logic of managing and maintaining corporations' relationships with stakeholders (Davis & Blomstrom, 1966).

While corporations are expected to take on social responsibilities (Takala, 1999), CSR engagement, by its nature, has been based on corporations' discretion since its inception. Indeed, Carroll (1999) posited that CSR is based on discretionary pro-social efforts reflecting ethical and philanthropic movements. Similarly, Van Marrewijk (2003) stated that CSR reflects companies' voluntary activities addressing social, environmental, and stakeholder concerns. More recently, Jones, Willness, and Glavas (2017) and Beaudoin, Cianci, Hannah & Tsakumis (2018) indicated that CSR is subject to a company's voluntary decision that goes beyond immediate financial interests and legal requirements to advance social well-being. These studies collectively documented that CSR is a corporation-initiated and discretionary activity that is added to regular business operations to create and maintain the value and interests of stakeholders in multiple aspects (Aguinis, 2011).

CSR Is Becoming More Mandatory

The basic tenet that CSR is discretionary, however, is unlikely the case in today's business environment because as a corporation grows, more interactions with entities that have interests involved in the corporation's business activities will ensue (Asif et al., 2011; Joshi and Gao, 2009; Moreno and Capriotti, 2009; Rolland and Bazzoni, 2009). Consequently, as more stakeholders get involved, a corporation is expected to take on more responsibilities (Kakabadse, Rozuel & Lee-Davies, 2005). Meanwhile, the ever-increasing CSR expectations, coupled with societal expectations and norms from multiple stakeholders, have collectively established a CSR infrastructure in the past two decades (Ioannou & Serafeim, 2015; Waddock, 2008), exerting pressure on organizations to follow (Scott, 2004), such that businesses that deviate from the institutional infrastructure will be discouraged, opposed, or even lose legitimacy (DiMaggio & Powell, 1983;).

Meanwhile, the increased involvement of stakeholders further leads to an ever-increasing CSR institutionalization pressure, bringing unenforceable and enforceable regulations to corporations in the past few decades to integrate CSR (Ioannou & Serafeim, 2015; Waddock, 2008). For instance, in the 1970s, less than 50% of the Fortune 500 firms included CSR practices in their annual report (Boli & Hartsuiker 2001); however, in 2017, the Price Waterhouse Coopers (PWC) annual CEO survey revealed that over 85% of the participated in CEOs believe it is more important to operate businesses in a way that accounts for wider stakeholder expectations. Consistently, stakeholders and environment-related standards, such as the International Organization for Standardization (ISO) 14000 and Account Ability (AA) 1100, have been integrated into CSR evaluations (Donaldson & Walsh, 2015). Further, as of the end of 2022, over 4900 institutional investors worldwide have become signatories to the United Nations (UN)-backed Principles for Responsible Investing (UNPRI) initiative, a report of corporations' annual responsible investment activities since 2006.

Taken together, the CSR infrastructure, coupled with CSR institutionalization pressure, has granted stakeholders the power to determine corporations' legitimacy based on their CSR commitment, such that corporations will have the risk of losing legitimacy if CSR is ignored. As a result, the CSR infrastructure and CSR institutionalization pressure make CSR no longer optional.

UNADDRESSED ISSUES AND PLAN OF THE STUDY

The literature discussed above reveals the transition of CSR from a voluntary commitment to a mandated task due to the CSR infrastructure and institutionalization pressure. However, a few questions are yet to be answered.

First, extant studies have documented organizations' CSR efforts in multiple aspects at the organizational level (Orlitzky & Benjamin, 2001; Orlitzky Schmidt & Rynes, 2003). However, little research has been done to test whether organizations will transfer their CSR endeavor to employees' to-do lists when CSR is under external pressure. Although Previous studies shed light that employees are the actual doers of CSR activities (Mirvis, 2012) because organizations give CSR-related instructions to employees (Bhattacharya, Sen, and Korschun, 2008), research on the mechanism from CSR mandate to employees' CSR engagement is lacking. Building upon the equity theory, this research fills this gap by examining whether a CSR mandate will lead to workers' actual CSR engagement.

Second, despite the abundance of research that documented socially desirable behaviors could liberate individuals to behave immorally later due to a moral boost acquired from previous moral behaviors (e.g., Khan & Dhar 2006; Wang & Chan, 2019), there remains a dearth of studies exploring how employees' CSR engagement that under external pressure begets negative consequences. For example, Yam et al. (2017) and Loi et al. (2020) found employees would have psychological entitlement due to previous pro-social or pro-organization activities engagement. More recently, List and Momeni (2021) expressed concerns about the unexpected licensing effect (Monin & Miller, 2001) that induces workers to misbehave in the workplace to respond to an organization's CSR. Although these studies delved into unintended outcomes of engaging in pro-social and pro-organization activities, the mechanism that connects pressured CSR engagement to employees' negative responses is yet to be investigated. Based on the equity theory, this research addresses

this issue by providing a reasonable, logical, and empirically tested model to answer why and how employees react negatively to CSR mandates.

Further, it is still unclear what will increase or decrease the negative effect when CSR is a must in an organization. By looking into the socially responsible human resource management and intra-personal characteristics of narcissism, this research explores solutions that can potentially address issues related to mandatory CSR.

LITERATURE REVIEW

CSR's Effect on Employees

Although a great number of extant CSR studies focus on CSR from organizations' perspective (Orlitzky & Benjamin, 2001; Orlitzky Schmidt & Rynes, 2003; Margolis, Elfenbein & Walsh, 2009), another research domain focuses on employees' perceptions and reactions to organizations' CSR (Jones & Willness, 2013; Peloza & Shang, 2011; Rupp & Mallory, 2015; Glavas, 2016a) is on the rise recently, corresponding to the growing research interests in the effects of CSR policies on people inside and outside an organization (Frederick, 2016) as well as the integration of psychological approaches to explore individual-based outcomes of CSR (Frynas & Stephens, 2015).

Since this research focuses on how CSR mandate impacts employees, to have a better understanding of the extant literature about CSR's effect on employees and respond to the calls for a better understanding of employee-based CSR research (e.g., Rodrigo & Arenas, 2008; Aguinis, 2011; Aguinis & Glavas, 2012), I conducted a systematic literature review to explore how CSR practices impact employees in the workplace before empirical tests. The literature review includes the author(s), year, type(s) of work, CSR-related predictor(s), outcome(s), moderator(s), mediator(s), and the positive/negative effect(s) of CSR. The detailed review is included in Table 1.

As indicated in Table 1, the majority of the articles (116 out of 128) focus on the positive effect of CSR, such as the benefits that CSR brings to employees, indicating an over-emphasis on the positive effect of CSR. The results also indicate that only a small portion of the reviewed articles (12 out of 128) examined the negative effect of CSR on employees, among which only 4 articles empirically examined CSR's negative effect. These findings, taken together, warrant the urgency and necessity to empirically examine the negative effect of CSR on employees, responding to the calls from Orlitzky (2013) and Rupp and Mallory (2015) to examine CSR's unintended deleterious effects as well.

HYPOTHESIS DEVELOPMENT

CSR Mandate and CSR Engagement

As noted earlier, corporations have been experiencing a mega trend of CSR institutionalization because of the external pressure to conform to norms and expectations from stakeholders so that their legitimacy can be maintained. This pressure, in turn, moves from corporations to their employees, resulting in pressure to make employees engage in CSR activities – the same way as corporations receive pressure from external legitimacy-granting stakeholders. As a result, the CSR mandate pressures employees to engage in CSR activities.

The concept of social information processing (Salancik & Pfeffer, 1978) plays an important role in explaining the path from CSR mandate to employees' CSR engagement. According to the social information processing approach, when it comes to making decisions, people put more weight on social information that comes from their social environment than other channels so that the decisions they make would be more likely to be socially acceptable and desirable (Salancik & Pfeffer, 1978; Goldman, 2001). In a similar logic, when it comes to making decisions on whether or not to engage in CSR activities, since employees receive CSR mandate from their job-related social environment and treat it as the social information that they need to take seriously, they will make decisions that are socially acceptable and desirable in their social environment (i.e., choose to engage in CSR activities) to demonstrate compliance

to their employers' CSR mandate because social information affects individuals' attitudes and behaviors (Zalesny & Ford, 1990).

Moving beyond social information processing, from the standpoint of the social influence process (Kelman, 1958), CSR mandate can influence employees' CSR engagement. Kelman (1958) posited that compliance is driven by factors such as incentives and sanctions, which are usually executed within an organizational context by supervisors or senior people who have the authority to administer rewards and punishments through positional power because these individuals possess more power and resources (Clugston, Howell, & Dorfman, 2000; Klaussner, 2014; Lian, Ferris, & Brown, 2012; Wang, Mao, Wu, & Liu, 2012). Compliance is the most effective way for employees to gain rewards or prevent resource loss (Cropanzano et al., 2001). Similarly, Hollander (1958) suggested that conforming to the organization's expectations and norms helps an employee maintain and promote the organizational status, whereas failure to do so results in losing organizational status and even legitimacy. Therefore, when employees are under the mandate to engage in CSR activities, they would be more likely to choose to comply instead of disobeying the order, making employees' CSR engagement a more likely result.

Hypothesis 1. An organization's CSR mandate is positively related to employees' CSR engagement.

From Compliance to Entitlement

When corporations mandate their employees to participate in CSR activities, it would cause problems. As noted earlier, CSR was initially incepted as a corporation-initiated discretionary activity, inferring that being voluntary is an important identity of CSR. However, when CSR activity is mandated, it could go against employees' discretion. Under this circumstance, although employees comply with the CSR mandate by engaging in CSR activities because of the fear of punishment or losing the organizational status and legitimacy, the engagement breaks the balance between employees' job-related inputs and outcomes when discretion is lost.

The equity theory (Adams 1963, 1965) provides a theoretical framework to demonstrate the negative consequence of CSR engagement under pressure. According to the equity theory, a worker seeks to maintain an equitable transaction between the job-related inputs and outcomes because having compensation commensurate with work is the fundamental basis of any employment relation (Opsahl & Dunnette, 1966). A worker can determine whether s/he is equitably compensated or under-compensated by comparing the inputs and outcomes. Applying the equity theory to in-role job tasks, employees spend time, energy, and efforts (job-related inputs) to finish job tasks and receive commensurate economic and quasi-economic compensation based on their performance (job-related outcomes) (Cropanzano et al., 2001) because in-role job tasks have been clearly stated in the job description and employment contract, and completing in-role job tasks is based on an agreed-upon contractual relationship. However, in the case of CSR engagement under pressure, it still costs employees time, energy, and effort but without being necessarily compensated. This is because CSR, by its nature, is not part of the in-role job task (Carroll, 1999), making CSR-related compensation subject to the organization's discretion.

By comparing in-role job tasks and CSR engagement through the lens of the equity theory, it is evident that performing in-role job tasks builds up the equity between work-related inputs and outcomes, whereas engaging in CSR activities under pressure is likely to break the equity. When the equity between inputs and outcomes is compromised, employees feel that they are under-compensated, and this feeling forms the perception of unfairness, which will jeopardize employees' perceived association between work and return (Kanfer, 1990). Under the weak association between input and outcome, employees would realize that their time, energy, and efforts spent on CSR do not necessarily bring about the corresponding return. Consequently, employees' perceptions of the work-return association will become blurred, and the blurred association will further undermine equity. As a result, employees start feeling that their organization owes them for their CSR-related contribution, and the feeling of being creditors would make them take for granted that they should "deserve more and entitled to get more than the others" (Campbell et al. 2004, p.31), a psychological that is also known as psychological entitlement. Therefore, it would cause problems

when CSR discretion is lost as employees have no choice but to engage in equity-breaking activity, which further begets employees' feeling of entitlement.

Taken together, I propose that employees' CSR engagement that is driven by pressure contributes to their psychological entitlement.

Hypothesis 2. Employees' CSR engagement is positively related to their psychological entitlement.

Consequences of Entitlement

As indicated by Tomlinson (2013), one of the most frustrating contemporary organizational challenges is about how to effectively manage workers who exhibit entitlement because when employees feel entitled, they are more likely to unjustifiably believe that they should receive a higher level of priority to receive certain resources or to be treated in a certain way that is more superior than others. What lies behind this state is a psychological entitlement (PE), a general sense of deservingness, and a general belief that one deserves more or is entitled to more than others (Campbell, Bonacci, Shelton, Exline & Bushman, 2004). In the workplace context, when employees have high PE in their minds, they are more likely to have an unjustified and unwarranted belief of deservingness, which is likely to lead to workplace deviance, such as counterproductive work behaviors (CWBs) (Fisk, 2010).

CWBs refer to employees' behaviors that jeopardize the well-being of their organization, including but not limited to theft, sabotage, interpersonal aggression, work slowdowns, wasting time and materials, and spreading rumors (Bolino & Klotz 2015; Penney & Spector, 2002; Spector & Fox, 2002; Rotundo & Sackett, 2002). Extant literature suggests that CWBs consist of destructive behaviors toward two major types of targets: 1) the organization (CWBO) and 2) organization members (CWBI) (Baloch, Meng, Xu, Cepeda-Carrion & Bari, 2017; Bennett & Robinson, 2000). In the case of CSR under pressure, building upon the equity theory (Adams, 1963, 1965), I propose that PE is an outcome of CSR engagement when complying with the CSR mandate, and PE will lead to CWBO and CWBI.

In addition to the evaluation of job-related inputs and outcomes, the equity theory also suggests that when facing inequity, people consider it a loss of justice (Rupp, 2011), and they tend to reduce inequity by engaging in socially undesirable behaviors, in the name of justice restoration (Greenberg, 1993). In the workplace context, employees would change their workplace activities to restore justice when they perceive injustice.

As noted earlier, employees feel psychologically entitled to engage in CSR activities due to the loss of discretion and equity, which will subsequently make them form an attitude that their employing organization owes them for mandating them to engage in CSR activities. As a result, this attitude would make them feel more entitled and less worried to have deviant behaviors, such as increasing job-related outcomes or decreasing inputs, because they consider deviation to be a way to restore equity. Specifically, psychologically entitled employees may attempt to restore equity by taking resources they have access to, such as office supplies and petty cash, intentionally slowing down their work efficiency - a way that is known as "overbilling the employer for hours worked" (Penney & Spector, 2002), and even in more destructive ways by incurring unnecessary, extra costs to the organization, such as intentionally damaging the organization's properties, sabotaging business operations, wasting working materials, creating incivility towards other employees at the workplace), and stopping the organization from receiving benefits, such as spreading rumors (Meier & Semmer, 2013). These behaviors, taken together, constitute both CWBO and CWBI.

Taken together, I propose that when employees feel psychological entitlement, the entitlement will allow them to engage in problematic, socially undesirable behaviors, such as CWBs, toward both the organization and the individuals within it.

Hypothesis 3. Employees' psychological entitlement is positively related to counterproductive work behaviors toward the organization.

Hypothesis 4. *Employees' psychological entitlement is positively related to counterproductive work behaviors toward organization members.*

The Moderating Effect of SR-HRM

Extant literature in CSR and human resource management (HRM) suggests that CSR and HRM are related to each other and mutually beneficial. In his recent book *CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices*, Cohen (2017) posited that HRM policy plays an important role in enhancing CSR effectiveness because organizations can integrate CSR movement with HRM policy. Similarly, Gond, Igalens, Swaen, and Akremi (2011) indicated that HRM policy is a major support of CSR implementation within an organization, and there is a value congruence between HRM policy and CSR practice, making it beneficial for an organization to combine them. Based on a recent systematic review of HRM policy and CSR, Voegtlin, and Graanwood (2016) linked HRM policy and CSR and indicated that the CSR-HRM integration makes it possible to harmonize the relationship between organization and stakeholders.

One type of HRM policy that is well integrated with CSR is the socially responsible HRM (SRHRM), an organization's HRM policy directed at socially responsible concerns for its employees (Shen & Benson 2016). Specifically, SR-HRM includes employee-oriented and care-based policies that attempt to facilitate employees' CSR engagement, such as providing rewards and recognition to employees who engage in CSR activities (Orlitzky & Swanson, 2006). Recent studies also suggested that SRHRM positively affects employees' trust, motivation, and affective commitment to organizations (Kundu & Gahlawat, 2016), contributing to in-role task performance and extra-role workplace behaviors (Shen & Benson, 2016).

Considering the benefits of SRHRM described above, I propose that SRHRM will hinder the effect of CSR engagement on PE, and the equity theory can explain the logic behind it. As noted earlier, when discretion is absent, employees are more likely to engage in CSR activities due to the fear of punishment. However, since CSR engagement is considered extra-role behavior and requires extra time and effort, it goes beyond job requirements, formal job performance evaluation, and formal reward system, making it not necessarily compensated proportionally, resulting in inequity.

SRHRM is crucial in restoring equity because it emphasizes equity in the CSR implementation process. As suggested by Orlitzky & Swanson (2006), SRHRM takes CSR performance into account when it comes to formal performance appraisal and promotion and provides compensation and recognition for good CSR performance, filling the gap between employees' CSR-related inputs and outcomes so that it will not be necessary for employees to reduce injustice and restore equity by themselves.

Recent studies also provide support for the efficacy of SRHRM when facilitating CSR. For instance, Houghton, Gabel, and Williams (2009) and Jones (2010) found the efficacy of employer-sponsored volunteering activities that allow employees to volunteer prosocial activities during their paid working hours. Similarly, some organizations encourage volunteerism by integrating volunteering work with in-role job tasks (Mirvis, 2012). These examples reveal that building a fair, equitable balance between employees' CSR-related inputs and outcomes is a major foundation of the equitable CSR practice. In fact, just as Bergeron (2007) indicated, organization leaders should ensure that their reward system covers employees' pro-organization and pro-social efforts because employees tend to continuously focus on what is indeed rewarded (Kerr, 1975).

Therefore, based on the positive effect SRHRM has on reducing inequity in the workplace, I propose that SRHRM policy will interact with employees' CSR engagement in such a way that when SRHRM responds to employees' CSR engagement with corresponding recognition and rewards, hindering the effect of CSR engagement on PE.

Hypothesis 5. *SRHRM moderates the positive relationship between CSR engagement and psychological entitlement, such that the positive relationship will be weaker when SRHRM is strong.*

Employees' Narcissism

Although PE is positively related to CWBs, people might respond to PE differently, based on individual differences, such as narcissism, which refers to an unwarranted, abnormally high level of self-aggrandizement (O'Boyle, Forsyth, Banks & McDaniel, 2012) due to a "preoccupation with grandiose fantasies of self-importance, a need for admiration, and a lack of empathy, which appears by early adulthood and manifests in a variety of settings" (DSM-IV, APA, 2000, p. 717).

Recent studies considered narcissism a mechanism to achieve and maintain a "grandiose self" through two separate but interrelated pathways with different cognitive and behavioral processes (Back, Küfner, Dufner, Gerlach, Rauthmann & Denissen, 2013). These two separate pathways are "narcissistic admiration" (NA) and "narcissistic rivalry" (NR), constructing a self-regulated process of grandiose through self-enhancement and self-protection (Leckelt, Wetzel, Gerlach, Ackerman, Miller, Chopik & Richter, 2016; Wurst, Gerlach, Dufner, Rauthmann, Grosz, Küfner & Back, 2017).

Specifically, NA represents the agentic aspect, which refers to people's tendency to promote positivity in their self-view and promotion of an individual's self-image by seeking social admiration. Self-protection (NR), on the other hand, represents the antagonistic aspect, which describes people's tendency to protect themselves from negative self-views by derogating others or demoting other people's image. Although these two pathways target the same overarching purpose of forming a grandiose self with self-aggrandizement (Back, Küfner, Dufner, Gerlach, Rauthmann & Denissen, 2013), separating narcissism into two pathways provides an opportunity to study self-enhancement and self-protection respectively (Wurst, Gerlach, Dufner, Rauthmann, Grosz, Küfner & Back, 2017).

When it comes to the effect of PE on CWBs, both NA and NR will moderate the positive relationship between PE and CWBs; for NA, the process of building a glorious self is based on self-enhancement, making subsequent behaviors self-promotion oriented, such as behaviors that intend to increase the person's attractiveness, uniqueness, and positive self-image. These behaviors may not have intentional harm to others because the essence behind NA is a mindset that "no one is better than me," and this mindset will not necessarily encourage people to engage in more CWBs.

On the other hand, NR builds upon the motivation of self-protection, making the subsequent behaviors to be self-defense motivated, such as behaviors that demote other people or institutions' values and status in aggressive, invasive, or even violent ways. These behaviors would be more likely to jeopardize the interpersonal or person-organization relationship by bringing tension and trouble to the workplace. Therefore, the essence of NR is a mindset that "I should defeat everyone," and this mindset will encourage people to engage in more CWBs to negatively impact others. Taken together, compared with NA, NR is more invasive to both organizations and members within it, making NR's moderating effect stronger.

Therefore, I propose that both NA and NR can influence the effect of PE on CWBs, and NR's effect is stronger.

Hypothesis 6. NA moderates a) the positive relationship between PE and CWBO, and b) the positive relationship between PE and CWBI, such that the positive relationships will be stronger when NA is strong.

Hypothesis 7. NR moderates a) the positive relationship between PE and CWBO, and b) the positive relationship between PE and CWBI, such that the positive relationships will be stronger when NR is strong.

Hypothesis 8. The moderating effect of NR is stronger than NA on a) CWBO and b) CWBI.

Figure 1 provides a visual illustration of hypotheses 1 to 7 as well as the conceptual model. Two studies were conducted to test the proposed model. Study 1 data were collected from a U.S.-based company, and Study 2 data were collected from online panels.

STUDY 1

Study 1 Sample and Procedure

Study 1 took a phased data collection approach by administering a four-wave survey with a two-week interval. Using the phased data collection reflects the temporal order of the model, and the two-week interval design aligns with the practice to control common method bias (Podsakoff et al., 2012). Data were collected from a US-based company in the service industry. This company was selected because it has been involved in CSR practices and activities for several years, optimizing potential variance in employee perceptions of CSR. Following Rupp, Ganapathi, Aguilera, and Williams' (2006) definition of employees as individuals at the lower job level (or subordinates) and supervisors as individuals to whom subordinates report to. I identified full-time employees and their supervisors. Both employees and their supervisors participated in the data collection process, to increase the study validity and decrease common methods bias (Podsakoff, MacKenzie & Podsakoff, 2012; 2016).

A cover letter was sent electronically to all working individuals in the company fourteen days before the time 1 survey. To reduce social desirability bias and protect the privacy of participants, the cover letter introduced the project, requested recipients' voluntary participation, and informed about the protection of privacy and confidentiality of the survey response (Chung & Monroe, 2003). After that, the survey was distributed to all 355 employees identified within the company. At time 1, employees were asked to participate in the survey and identify their supervisors. At time 2, those identified supervisors were asked to participate in the survey. At time 3, employees were asked to participate in the survey. At time 4, supervisors were asked to participate in the survey. 258 (72.67% of the employees) employees finished all the required surveys. After verification, 232 completed employee surveys with paired ratings from their supervisors were identified and included in the subsequent data analyses.

Study 1 Measures

The following variables were measured in Study 1. For each measure, the time point and source of data collection were specified right after the variable name.

CSR Mandate (CSRM, Time 1, Employee-Rated)

This measurement scale was adapted from the Coercive Isomorphism Scale (Colwell & Joshi, 2013), originally developed to measure the pressure of mandatory policy in an organization. To ensure the validity of this scale, before study 1, I conducted a pilot study to assess the content adequacy of the three items from the Coercive Isomorphism Scale (Colwell & Joshi, 2013) to ensure that CSRM is distinct from two other constructs that might be considered similar - namely, Negative Pressure (Gardner et al., 1993) and External Regulation. Employing a procedure developed by Hinkin and Tracey (1999) and widely used by other researchers (e.g., Behfar, Peterson, Mannix & Trochim, 2008; Bolino, Hsiung, Harvey & LePine, 2015; MacKenzie, Podsakoff & Podsakoff, 2011), I presented the items used to measure CSRM, Negative Pressure, and External Regulation to respondents along with the definitions for each construct. I asked participants to rate the relevance between the three constructs and each definition presented to them.

A total of 98 students enrolled in upper-division business courses at a public university in a university in the U.S. participated in this pilot study, with 57.1% of the students female, and the average age was 20.7 years. College students were recruited since they have the intellectual abilities to appropriately perform survey-based rating tasks (Hinkin & Tracey, 1999). Using a scale ranging from "1-not at all consistent" to "7-completely consistent," participants were asked to indicate the extent to which three CSRM, Negative Pressure, and External Regulation items were consistent with each of the three theoretical definitions. An analysis of variance (ANOVA) was used to determine if the items were evaluated appropriately. The mean ratings for each item are displayed in Table 1. Results from this analysis indicated that all the items were rated significantly higher ($p<0.05$) on the corresponding constructs' definitions. I further examined whether evaluator demographics (e.g., age, gender, race) influenced their ratings using a two-way ANOVA. Results from this analysis indicated that demographics did not influence evaluators' ratings. These results suggest

that the items used to measure CSRM were distinct from the Negative Pressure and External Regulation scales. Three CSRM items indicated in Table 2 were used in Study 1.

CSR Engagement (CSRE, Time 2, Supervisor-Rated)

Using the same procedure described above, five items were developed and validated to measure CSRE. Given the conceptual similarity, I evaluated the distinctiveness of CSRE from Job Involvement (Reeve & Smith, 2001) and Work Engagement (De Bruin & Henn, 2013) by conducting a content adequacy test. A total of 122 undergraduate students enrolled in upper-division business courses at a public university in the U.S. participated in this pilot study, with 57.4% of the students female, and the average age was 20.7 years. The mean ratings for each item are displayed in Table 3 shown below. The analysis indicated that all the items were rated significantly higher ($p<0.05$) on the corresponding constructs' definitions, and the demographic information did not influence participants' ratings, suggesting the five items used to measure CSRE were distinct from Job Involvement and Work Engagement. Further, since CSRM was measured in time 2 and rated by participants' supervisors, the items were adjusted correspondingly to refer to employees' CSR engagement from time 1 to time 2. For example, a sample item is "Over the past two weeks, the focal employee, whom you are matched with, did a good job that contributed to the company's CSR activities."

Psychological Entitlement (PE, Time 3, Employee-Rated)

Psychological entitlement was measured using Campbell, Bonacci, Shelton, Exline, and Bushman's (2004) nine-item scale. Since this scale was measured in time 3, the items were adjusted correspondingly to capture employees' psychological entitlement from time 2 to time 3. For example, a sample item is "Over the past two weeks, I feel that I demand the best because I'm worth it."

Counterproductive Work Behaviors (CWB, Time 4, Supervisor-Rated)

CWB was measured using Bennett & Robinson's (2000) 19-item scale, from which 12 items were used to measure organizational deviance (CWBO) and 7 items were used to measure interpersonal deviance (CWBI). Since this scale was measured in time 3 and was rated by supervisors, the items were adjusted correspondingly to employees' CWBs from time 3 to time 4. A sample item of CWBO is "Over the past two weeks, the focal employee, whom you are matched with, said something hurtful to someone at work," and a sample item of CWBI is "Over the past two weeks, the focal employee, whom you are matched with, took property from work without permission."

Socially Responsible Human Resource Management Policy (SRHRM, Time 3, Employee-Rated)

SRHRM was measured using Orlitzky and Swanson (2006) six-item scale. A sample item was "My company relates employee social performance to rewards and compensation."

Narcissism (Time 1, Employee-Rated)

Narcissism was measured using Back, Küfner, Dufner, Gerlach, Rauthmann & Denissen (2013) six-item scale, with 3 items measuring narcissism–admiration (NA) and 3 items measuring narcissism–rivalry (NR). A sample item of NA was "I you deserve to be seen as a great personality" and a sample item of NR was "Most people are somehow losers."

Study 1 Results

Descriptive Statistics and Correlation

Table 4 indicates the mean, standard deviation (SD), correlation coefficients, and reliability alpha. As indicated in Table 1, the reliability alpha of all measurement scales was between 0.77 and 0.95, indicating a good level of reliability (Cronbach and Meehl 1955; Tavakol and Dennick 2011).

Test of the Measurement Model

To assess the measurement model, following the practice of testing measurement model fit (Cheung & Rensvold, 2002), I conducted a confirmatory factor analysis (CFA) by using Mplus 8 (Muthén and Muthén

2017). Eight latent factors were specified to represent CSRM, CSRE, PE, CWBO, CWBI, SRHRM, NA, and NR. The 8-factor model has χ^2 (1523, N=232)=1523.99, p<0.001; df=1052, X^2/df=1.45; root mean square error of approximation (RMSEA)=0.04; Tucker– Lewis index (TLI)=0.93; comparative fit index (CFI)=0.94; standardized Root Mean Square Residual (SRMR)=0.05; and all the loadings (standardized) were between 0.68 and 0.92. These results indicated a good model fit and reasonable loading coefficients (Holtman, Tidd, & Lee, 2002; Kline 2011). In comparison, the baseline one-factor indicated a significant model fit reduction compared to the 8-factor model (Hu and Bentler 1999). Model comparison results are indicated in Table 5.

Hypothesis Tests

I specified mediation and moderation models to test hypotheses 1 to 8. Specifically, the mediation model tested hypotheses 1 to 4, and the moderation model tested hypotheses 5 to 8. In both models, following the practice of appropriate use of control variables (Spector & Brannick, 2011), participants' age, gender, and education were controlled.

In the mediation model, I employed path analysis to test the effects of CSRM on CSRE (hypothesis 1), CSRE on PE (hypothesis 2), PE on CWBO (hypothesis 3), and PE on CWBI (hypothesis 4). As shown in Table 6, there is a significant positive relationship between CSRM and CSRE (*b*=0.37, *p*<0.01), CSRE and PE (*b*=0.34, *p*<0.01), PE and CWBO (*b*=0.12, *p*=0.05), and PE and CWBI (b=0.25, p<0.01). These results support hypotheses 1, 2, 3, and 4.

To test the moderating effects (hypotheses 5, 6, 7, and 8), I specified a moderation model by adding SRHRM, NA, and NR as moderators. I utilized path analysis and Dawson (2014) slope tests. As shown in Table 7, results from the moderation model indicated that SRHRM significantly moderates the relationship between CSRE and PE (*b*=-0.48, *p*<0.01), suggesting that CSR engagement is less likely to lead to psychological entitlement when socially responsible human resource management practice is in place, supporting hypothesis 5. Figure 2 provides a visualized illustration of the moderation effect of SRHRM.

Further, results from the moderation model indicated that NR significantly moderates the relationship between PE and CWBO (*b*=1.48, *p*<0.01) as well as that between PE and CWBI (*b*=0.75, *p*<0.01), suggesting that employees' psychological entitlement makes employees more likely to engage in CWBs or feel more difficult to refrain from engaging in CWBs when their narcissism–rivalry is high, supporting hypothesis 7. Figures 3 and 4 provide visualized illustrations of the moderation effects of NR.

However, results also indicated that NA does not significantly moderate the relationship between PE and CWBO (*b*=-0.63, *non-significant*) and that between PE and CWBI (*b*=0.23, *non-significant*), suggesting that employees' CWB engagement due to psychological entitlement will not be affected by narcissism–admiration. Therefore, hypothesis 6 was not supported.

Last but not least, the results from the moderation model also supported hypotheses 8a and 8b, such that NR has a stronger moderating effect than NA on CWBO and CWBI.

Common Method Bias Test

Although phased survey design and multi-source rating were utilized in study 1, to further test common method bias, I used the unmeasured latent method construct (ULMC), an approach recommended by Williams and McGonagle (2016). Specifically, I added a latent common method factor to the measurement model to test whether common method bias exists. The common method factor accounted for 5.64% of the variance in the substantive indicators, which is below 25% (Williams et al., 1989), suggesting that common method bias is not an issue in Study 1.

Study 1 Discussion

Study 1 yielded some results that deserve discussion. First, Study 1 results provided support for the unintended negative effect of CSRM, suggesting that employees whom the organization mandates to engage in CSR activities will feel more entitled to engage in workplace deviant behaviors. Second, results from study 1 confirmed the moderating effect of SRHRM and NR, such that SRHRM will inhibit participants' PE after CSR engagement. In contrast, NR will strengthen participants' CWBs due to PE.

Study 1 also has limitations. First, although phased data collection and a multi-source data collection approach were utilized in Study 1, results were based on a survey-based study, which limits its capacity to infer a causal relationship between CSR engagement and subsequent outcomes. Second, study 1 data was collected from an organization, making it necessary to test the results beyond organizational boundaries to strengthen the external validity of the results (Cook, Campbell, & Shadish, 2002).

To address these limitations, study 2 employed four experiments to test hypotheses. Specifically, study 2a tested the effect of CSRM on CSRE by utilizing a two-condition experiment design with the manipulation of CSRM, and study 2b tested the effect of CSRE on PE and the moderation effect of SRHRM by utilizing a 2x2 experiment design with the manipulation of CSRE, and SRHRM, study 2c tested the effect of PE on CWBO and moderation effect of NA and NR by utilizing a 2x2x2 experiment design with the manipulation of PE, NA, and NR, study 2d tested the effect of PE on CWBI and the moderation effect of NA and NR by utilizing a 2x2x2 experiment design with the manipulation of PE, NA, and NR.

Study 2 can extend Study 1 in two ways. First, Study 2 can replicate the results in Study 1. Second, Study 2 used an experiment design that directly manipulates the predictors and moderators, allowing me to draw stronger causal inferences about the relationships.

STUDY 2

Study 2 Samples and Procedures

Study 2 participants were recruited from Prolific. Online panels have been widely used in management and organization-related research in the past decade (Landers and Behrend, 2015; Porter et al. 2019) because of their increased validity (Cheung et al. 2017) and quality (Landers and Behrend 2015). Online panels can also provide opportunities to connect scientific research with registered working individuals from diverse backgrounds (Palan & Schitter, 2018). Further, Porter et al. (2019) posited that using online-based panels as a source of data collection is appropriate because subjects from online panels have adequate capabilities to provide valid responses. Two inclusion criteria were applied to ensure data quality by applying quality maintenance practices in online panel data collection (e.g., Lovett et al., 2018). First, participants must be 18 years or older. Second, only working individuals were allowed to participate in the study, and people who work on online survey jobs only (i.e., professional survey takers, or professional respondents) were ineligible.

Study 2a
Study 2a Procedure

Study 2a was designed to test the effect of CSRM on CSRE with manipulation of CSRM. Two conditions were designed based on the manipulation of CSRM (low vs. high mandate). A total of 300 subjects participated in this study, from which 150 workers were randomly assigned to each condition. Table 8 summarizes two conditions based on the assignment.

Consistent with the experiment design for workplace behavior research (e.g., Aquino et al., 2006; Kim & Shapiro, 2008; Wang & Jiang, 2015; Wang, Restubog, Shao, Lu, & Van-Kleef, 2017), participants were presented with a hypothetical story about an organization's CSRM and were asked to imagine themselves as employees of the organization. The story included information about CSRM (low vs. high), such that participants were randomly assigned to one of the two conditions indicated in Table 8 and were asked to answer questions related to CSRE after reading the story.

Study 2a Measures

CSRM was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "Based on the story you just read, if you were the person in the story, to what extent do you agree that the organization you work for requires employees to engage in CSR activities?" The Cronbach Alpha of CSRM was 0.87.

CSRE was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on the story you just read, if you

were this person in the story, to what extent would you regularly engage in CSR activities required by your company?" The Cronbach Alpha of CSRE was 0.93.

Study 2a Manipulation Check

Since CSRM was manipulated in study 2a, a manipulation check was performed to test whether this manipulation had the intended effect. An independent sample t-test showed that participants perceived significantly higher CSRM in high CSRM conditions (M=4.02, SD=0.32, N=150) than in low CSRM conditions (M=2.48, SD=0.32, N=150), indicating that the manipulation was effective. Table 9 provides the results of the t-test.

Study 2a Results

To test the effect of CSRM on CSRE, I performed an independent sample t-test to examine whether high vs. low levels of CSRM can influence CSRE. The results provided support for the effect of CSRM. Specifically, participants' CSRE was significantly higher in the high CSRM condition (M=4.51, SD=0.26, N=150), compared with the low CSRM condition (M=2.95, SD=0.17, N=150), indicating that CSRM had a significant effect on increasing CSRE. This result provides support to hypothesis 1. Table 10 provides detailed results of the t-test.

Study 2b

Study 2b Procedure

Study 2b was designed to test the effect of CSRE on PE and the moderation effect of SRHRM. Four conditions were designed based on manipulations of CSRE (low vs. high) and SRHRM (low vs. high). 600 subjects participated in study 2b, from which 150 subjects were randomly assigned to each condition. Table 11 summarizes four conditions based on the assignment.

Similar to study 2a's procedure, participants were presented with a hypothetical story about an organization's SRHRM and CSRE and were asked to imagine themselves as employees of the organization. Participants were asked to answer questions related to PE after reading the story.

Study 2b Measures

CSRE was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on the story you just read, if you were the person in the story, to what extent do you regularly engage in CSR activities required by your company?" The Cronbach Alpha of CSRE was 0.94.

SRHRM was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on this person's experience, if you were the person in the story, to what extent do you agree that your organization relates employee social performance to rewards and compensation?" The Cronbach Alpha of SRHRM was 0.96.

PE was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on this person's experience, if you were the person in the story, to what extent would you feel that you demand the best because you are worth it?" The Cronbach Alpha of PE was 0.95.

Study 2b Manipulation Checks

Since CSRE and SRHRM were manipulated in study 2b, two manipulation checks were performed. In the first manipulation check, an independent sample t-test indicated that participants perceived significantly higher CSRE in high CSRE conditions (M=4.29, SD=0.21, N=300) than in low CSRE conditions (M=2.47, SD=0.28, N=300), indicating the manipulation of CSRE was effective. Table 12 indicates the results from the manipulation check of CSRE.

In the second manipulation check, an independent sample t-test showed that participants perceived significantly higher SRHRM in high SRHRM conditions (M=4.40, SD=0.24, N=300) than in low SRHRM

conditions (M=2.30, SD=0.23, N=300), indicating that the manipulation of SRHRM was effective. Table 13 indicates the results from the manipulation check of SRHRM.

Study 2b Results

To test the effect of CSRE and SRHRM on PE, I utilized a two-way analysis of variance (two-way ANOVA) with planned contrasts to compare the difference in PE with manipulated CSRE and SRHRM. As indicated in Table 14, Both CSRE and SRHRM significantly influenced PE value (MS=129.53, F=4262.27, p<.001 for CSRE and MS=118.22, F=3890.23, p<.001 for SRHRM), and the interaction between CSRE and SRHRM was significant (MS=80.91, F=2662.47, p<.001). These results provide support to hypotheses 2 and 5.

The two-way ANOVA indicates that when CSRE was low, having a high or low SRHRM did not make a significant difference in PE (M=2.75 vs. M=2.6). However, when CSRE was high, having a high or low SRHRM made a significant difference in PE (M=4.41 vs. M=2.79). Further, when SRHRM was low, an increase in CSRE significantly increased PE (M=2.75 vs. M=4.41). However, when SRHRM was high, an increase in CSRE did not significantly increase PE (M=2.60 vs. M=2.79). These results suggest that CSRE increase could lead to higher PE, but SRHRM hindered PE increase when CSRE was high, supporting hypotheses 2 and 5. These results are indicated in Table 15 and Figure 5.

To further test the effect of CSRE on PE as well as the moderating effect of SRHRM, two independent sample t-tests were conducted. The first t-test compared low vs. high CSRE conditions. Results indicated that CSRE could significantly increase PE in high CSRE conditions (M=2.68 vs. M=3.61), supporting hypothesis 2. Table 16 includes detailed results of the t-test.

The second t-test compared low vs. high SRHRM conditions. Results suggested that SRHRM significantly hindered PE in high SRHRM conditions (M=3.58 vs. M=2.69), supporting hypothesis 5. Table 17 includes detailed results of the t-test.

Study 2c

Study 2c Sampling and Procedure

Study 2c was designed to test the effect of PE on CWBO and the moderation effect of NA and NR. Eight conditions were designed based on manipulations of PE (low vs. high), NA (low vs. high), and NR (low vs. high). 1200 subjects participated in study 2c, from which 150 subjects were randomly assigned to each condition. Table 18 summarizes eight conditions based on the assignment.

Study 2c Procedure

Similar to study 2a's procedure, participants were presented with a hypothetical story about his/her PE, NA, and NR, and were asked to imagine themselves as employees of the organization. Participants were asked to answer questions related to CWBO engagement after reading the story.

Study 2c Measures

Consistent with study 1, study 2c used the same measurement scale for PE, NA, NR, and CWBO. PE was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on this person's experience, if you were the person in the story, to what extent do you feel that you demand the best because you are worth it?" The Cronbach Alpha of PE was 0.97.

NA was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on this person's experience, if you were the person in the story, to what extent do you agree that you deserve to be seen as a great personality?" The Cronbach Alpha of NA was 0.91.

NR was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on this person's experience, if you were the person in the story, to what extent do you agree that most people are somehow losers?" The Cronbach Alpha of NR was 0.91.

CWBO was measured by using the same scale used in Study 1. To be used in the experiment context, all items were stated by using the same stem. A sample item is "based on this person's experience, if you were this person in the story, to what extent would you say something hurtful to someone at work?" The Cronbach Alpha of CWBO was 0.97.

Study 2c Manipulation Checks

Since PE, NA, and NR were manipulated in study 2c, three manipulation checks were performed to test whether these manipulations had the intended effect. In the first manipulation check, an independent sample t-test indicated that participants' PE was significantly higher in high PE conditions (M=4.33, SD=0.20, N=600) than in low PE conditions (M=2.33, SD=0.21, N=600), indicating the manipulation of PE was effective. Table 19 indicates the results from the manipulation check of PE.

In the second manipulation check, an independent sample t-test indicated that participants' NA was significantly higher in high NA conditions (M=4.29, SD=0.27, N=600) than in low NA conditions (M=2.45, SD=0.31, N=600), indicating the manipulation of NA was effective. Table 20 indicates the results from the manipulation check of NA.

In the third manipulation check, an independent sample t-test showed that participants' NA was significantly higher in high NR conditions (M=4.26, SD=0.30, N=600) than in low NR conditions (M=2.43, SD=0.39, N=600), indicating the manipulation of NR was effective. Table 21 indicates the results from the manipulation check of NR.

Study 2c Results

To test the effect of PE on CWBO and the moderating effect of NA and NR, I utilized a three-way ANOVA with planned contrasts to compare the difference in CWBO with manipulated PE, NA, and NR. As indicated in Table 22, PE, NA, and NR significantly influenced CWBO (MS=749.05, F=31161.26, p<.001 for PE, MS=1.93, F=80.15, p<.001 for NA, and MS=68.44, F=2847.24, p<.001 for NR), and the interaction between PE and NA as well as PE and NR were significant as well (MS=0.43, F=17.94, p<.001, MS=55.01, F=2288.27, p<.001, respectively), providing support to hypotheses 6a and 7a. Interestingly, study 2c result also indicated that NA's effect size (MS=1.93, F=80.15, p<.001) was smaller than NR's (MS=68.44, F=2847.24, p<.001), corresponding with the results from study 1, such that NR had a stronger moderating effect than NA when influencing the effect of PE on CWBO, supporting hypothesis 8a.

The three-way ANOVA also indicated that when PE was low, neither NA nor NR significantly influenced the impact of PE on CWBO (M=2.40, M=2.62, M=2.61, and M=2.5). However, when PE was high, both NA and NR were able to influence the impact of PE on CWBO (M=3.61, M=3.71, M=4.49, and M=4.64). Further, corresponding to results in study 1, when PE was high, NR had a stronger effect than NA when moderating the PE's effect on CWBO (M=4.49 and 4.64 vs. M=3.61 and 3.71). Last, when both NA and NR were low, having a higher PE alone will increase CWBO (M=2.40 vs. M=3.61). These results, taken together, suggest that high PE could lead to high CWBO, and NA and NR can strengthen PE's effect when influencing CWBO, supporting hypotheses 6a and 7a as well.

Interestingly, study 2c result also indicated that when PE was high, having NA alone was able to increase CWBO from M=3.61 to M=3.71, whereas having NR alone was able to increase CWBO from M=3.61 to M=4.49. This result again indicates that NR had a stronger moderating effect than NA when influencing the effect of PE on CWBO, supporting hypothesis 8a. These results are indicated in Table 23 and Figures 6 and 7.

To further test the effect of PE on CWBO as well as the moderating effect of NA and NR, three independent sample t-tests were conducted. The first t-test compared low PE vs. high PE conditions. Results suggested that PE significantly increased CWBO in high PE conditions (M=2.53 vs. M=4.11), providing support to hypothesis 3. Table 24 includes detailed results of the t-test.

The second t-test compared low NA vs. high NA conditions. Results suggested that NA did not significantly increase CWBO in high NA conditions (M=3.28 vs. M=3.36). Corresponding to the finding in Study 1. Table 25 includes detailed results of the t-test.

The third t-test compared low NR vs. high NR conditions. Results suggested that NR significantly influenced CWBO in high NR conditions (M=3.08 vs. M=3.56), supporting hypotheses 7a and 8a. Table 26 includes detailed results of the t-test.

Study 2d
Study 2d Sampling and Procedure
Study 2d was designed to test the effect of PE on CWBI and the moderation effect of NA and NR. Eight conditions were designed based on manipulations of PE (low vs. high), NA (low vs. high), and NR (low vs. high). 1200 subjects participated in study 2c, from which 150 subjects were randomly assigned to each condition. Table 27 summarizes eight conditions based on the assignment.

Study 2d Procedure
Similar to study 2a's procedure, participants were presented with a hypothetical story about his/her PE, NA, and NR, and were asked to imagine themselves as employees of the organization. Participants were randomly assigned to one of the eight conditions indicated in Table 27 and were asked to answer questions related to CWBI engagement after reading the story.

Study 2d Measures
Study 2d used the same measurement scale in study 2c for PE, NA, and NR. CWBO was measured by using the same scale used in Study 1. To be used in the experiment context, all CWBO items were stated by using the same stem. A sample item is "based on this person's experience, if you were this person in the story, to what extent would you take property from work without permission?" The Cronbach Alpha of CWBO was 0.97.

Study 2d Manipulation Checks
Since PE, NA, and NR were manipulated in study 2d, three manipulation checks were performed. In the first manipulation check, an independent sample t-test indicated that participants' PE was significantly higher in high PE conditions (M=4.36, SD=0.20, N=600) than in low PE conditions (M=2.26, SD=0.19, N=600), indicating the manipulation of PE was effective. Table 28 indicates the results from the manipulation check of PE.

In the second manipulation check, an independent sample t-test indicated that participants' NA was significantly higher in high NA conditions (M=3.93, SD=1.04, N=600) than in low NA conditions (M=2.21, SD=0.29, N=600), indicating the manipulation of NA was effective. Table 29 indicates the results from the manipulation check of NA.

In the third manipulation check, an independent sample t-test showed that participants' NA was significantly higher in high NR conditions (M=4.28, SD=0.28, N=600) than in low NR conditions (M=2.38, SD=0.32, N=600), indicating the manipulation of NR was effective. Table 30 indicates the results from the manipulation check of NR.

Study 2d Results
To test the effect of PE on CWBI and the moderating effect of NA and NR, a three-way ANOVA with planned contrasts was utilized to compare the difference in CWBI with manipulated PE, NA, and NR. As indicated in Table 31, PE, NA, and NR significantly influenced CWBI (MS=1113.34, F=35571.54, p<.001 for PE, MS=0.35, F=11.11, p<.001 for NA, and MS=44.69, F=1427.79, p<.001 for NR), and the interaction between PE and NA as well as PE and NR were significant as well (MS=2.79, F=89.13, p<.001, MS=39.24, F=1253.76, p<.001, respectively), providing support to hypotheses 6b and 7b. Interestingly, study 2d result also indicated that NA's effect size (MS=0.35, F=11.11, p<.001) was smaller than NR's (MS=44.69, F=1427.79, p<.001), which corresponds with the results from study 1 and supports hypothesis 8b.

The three-way ANOVA also indicated that when PE was low, neither NA nor NR significantly influenced the impact of PE on CWBI (M=2.21, M=2.50, M=2.41, and M=2.17). However, when PE was high, both NA and NR were able to influence the impact of PE on CWBI (M=3.61, M=3.71, M=4.49, and

M=4.64). Further, corresponding to results in study 1, when PE was high, NR had a stronger effect than NA when moderating the PE's effect on CWBI (M=4.55 and 4.70 vs. M=3.82 and 3.94). Last but not least, when both NA and NR were low, having a higher PE alone increased CWBI (M=2.21 vs. M=3.82). These results, taken together, suggest that high PE contributed to high CWBI, and NA and NR could strengthen PE's effect on CWBI, providing support to hypotheses 6a and 7a as well.

Interestingly, the study 2d result also indicated that when PE was high, having NA alone was able to increase CWBI from M=3.82 to M=3.94, whereas having NR alone was able to increase CWBI from M=3.82 to M=4.55. This result again indicates that NR had a stronger moderating effect than NA when influencing the PE's effect on CWBI, supporting hypothesis 8b. These results are indicated in Table 32 and Figures 8 and 9.

To further test the effect of PE on CWBO as well as the moderating effect of NA and NR, three independent sample t-tests were conducted. The first t-test compared low vs. high PE conditions. Results suggest that PE significantly contributed to the increase of CWBI in high PE conditions (M=2.33 vs. M=4.25), providing support to hypothesis 4. Table 33 includes detailed results of the t-test.

The second t-test compared low vs. high NA conditions. Results suggested that NA was not able to significantly influence CWBI in high NA conditions (M=3.27 vs. M=3.30). This result corresponds to the finding in Study 1. Table 34 includes detailed results of the t-test.

The third t-test compared low vs. high NR conditions. Results suggested that NR significantly influenced CWBI in high NR conditions (M=3.09 vs. M=3.48) and supported hypotheses 7b and 8b. Table 35 includes detailed results of the t-test.

DISCUSSION

Contributions

This research makes the following contributions. First, building upon the concept of CSR institutionalization pressure, this research supports the negative effect of CSR mandate on employees when the pressure of CSR engagement moves from organization to employees. Applying pressure on CSR engagement has become a mega-trend (Weckenmann, Akkasoglu & Werner, 2015) in today's business environment, and it has been considered part of the business routine in many corporations. It is important to note that research on CSR under pressure is important because most firms are currently receiving ever-increasing pressure to add CSR into their business operations, and the pressure, to a large extent, will be transferred to mandatory policy on employees' CSR engagement (Mirvis, 2012). However, research on employees' CSR engagement under organizational pressure and its subsequent negative consequences is limited. Consistently, the literature review I conducted confirms previous findings that only a small number of the existing studies focus on the dark side of CSR on employees (Rupp & Mallory, 2015). This research timely addressed this issue and responded to the call from Glavas (2016b) to conduct more studies to understand how CSR influences individual employees.

Second, many organizations are still obsessed with the positive effects of CSR activities (Rupp, Shao, Skarlicki, Kim, Nadisic, 2013; Rupp, Skarlicki, Shao, 2013), for these activities bring organizations benefits. Essentially, CSR activities include a series of discretionary pro-social behaviors, which are morally imbued and based upon discretion so that employees are not forced to engage in good deeds (Ariely, Bracha, & Meier, 2009). However, when external stakeholders pressure organizations to engage in CSR, discretion is lost, and the pressure will finally be moved to employees. This research captures the mechanism from CSR mandate to employees' negative responses and timely response to the over-emphasis of the bright side of CSR in the extant literature. Moreover, some recent studies (e.g., Bolino et al., 2010) have indicated that citizenship behaviors will have negative effects on employees when they engage in citizenship behaviors under pressure. However, when it comes to CSR, little research has intended to investigate the effect of CSR under pressure. This research addressed this issue as well.

Third, this research contributes to CSR literature by providing a reasonable, logical, and empirically tested answer to why and how employees react negatively to CSR mandate. As indicated by Glavas (2016b), there is a need to investigate the mediators and moderators that are hiding in the relationship between CSR

and employees' outcomes because employees' perceptions of CSR impact their subsequent attitudes and behaviors, and this impact can be mediated or moderated by different types of factors (Rupp, Ganapathi, Aguilera, & Williams, 2006; Hejjas, Miller & Scarles, 2018). By building a model and a theoretical framework, this research responds to the calls from previous researchers and enhances the insight into the relationship between CSR and employee outcomes as well as the calls for examining moderators and mediators.

Fourth, to date, the majority of the employee-focused research collected data from a single source, self-reported, and cross-sectional settings (Jones, Newman, Shao & Cooke, 2018). This research, however, collected data from both employees and their supervisors in a phased survey, coupled with multiple experiments, reducing biases when generating conclusions.

Theoretical Implications

Theoretically, this research extends the equity theory (Adams, 1963, 1965) to the CSR context. Specifically, the findings indicated that when CSR discretion is compromised, it will consequently jeopardize the equity between employees' job-related inputs and outcomes because, without discretion, employees will spend extra time, energy, and effort on top of required in-role job tasks (McWilliams & Siegel, 2001) without necessarily being rewarded. As a result, employees will feel under-compensated because equity is broken, resulting in subsequent deviant workplace behaviors toward the organization or other employees to restore job-related equity.

Moving beyond the main effect of CSR mandate on employees' responses, building a model and theoretical framework based on the equity theory (Adams, 1963, 1965), this research enhances the insight into the mediating effects within the CSR-deviance relationship. Indeed, a recent study from Glavas (2016b) indicated that even when underlying mechanisms are explored, there still has been a simplistic understanding with little knowledge of which mechanisms have a greater effect on employees and under what conditions employees are affected by CSR through a myriad of pathways. Therefore, it is important to go beyond the simplistic direct effect of CSR outcomes to understand why, how, and when employees are affected by CSR. This research found that employees' CSR engagement under pressure is a direct drive of their PE, a critical psychological state resulting from jeopardized equity and leading to deviant workplace behaviors.

The equity theory is still the key point for moderation, which emphasizes the balance between work-related inputs and outcomes. Under the circumstances when equity is compromised, practices or policies that intend to maintain the balance of equity will help to restore equity. Based on this idea, this research found that organizations can implement socially responsible human resource management. This care-oriented policy corresponds to employees' prosocial deeds (Orlitzky & Swanson, 2006), to hinder the negative effect of CSR engagement by restoring the equity balance by providing recognition and reward to employees' CSR engagement. Therefore, employees' non-discretionary CSR engagement would cause fewer issues (e.g., PE) when equity can be restored and maintained. Additionally, it is not always the case that different individuals with the same level of PE would have the same level of CWBs. Instead, this research found that the magnitude of PE's effect depends on individual differences in narcissism, such that narcissism moderates the PE-CWB relationship. Specifically, people with high-level narcissism are more likely to have a higher level of grandiosity, which leads to an overestimated positive self-image, resulting in a stronger feeling of entitlement and further strengthening the positive effect of PE on CWBs. In addition, based on the two pathways within narcissism, I found that narcissistic rivalry (NR) has a stronger moderation effect than narcissistic admiration (NA), because of their distinctive underlying mechanisms.

Practical Implications

From a practical standpoint, findings from this research shed light on the organizational policy-making process when it comes to asking employees to engage in CSR activities. Organizations should remember the importance of equity maintenance when assigning employees extra-role tasks. Specifically, corporations that intend to avoid unintended negative consequences of CSR related to equity need to consider moving mandatory requirements away so that employees will not consider they are forced to

engage in activities that are inherently supposed to be voluntary. Alternatively, if organizations choose to mandate employees to engage in CSR activities, or under the circumstances that discretion cannot be guaranteed, it would be a good idea for organizations to provide corresponding recognition and rewards that commensurate with employees' CSR inputs, and ensure the recognition and rewards are provided promptly so that positive reinforcement will be maintained (Premack, 1959).

Further, organizations should keep in mind that when employees have a high level of narcissism, they are more likely to engage in workplace deviant behaviors when inequity occurs. Organizational leaders should pay extra attention to these narcissistic individuals, especially individuals with high NR, by increasing their organizational awareness of them and implementing a monitoring system to keep close eyes on them. By doing so, organizations could minimize the potential risk and loss from narcissistic employees when it comes to workplace inequity.

Limitations and Future Research

Despite the two-study design being implemented in this research, it has limitations. First, study 1 collected data from one organization in the service industry, which may not perfectly represent the workforce from other industries. Future studies may target organizations from multiple industries to further test the relationships of interest.

Second, even with the four experiments with multiple manipulations employed to examine the causal effects in the model, the manipulations were based on reading hypothetical stories instead of experiencing different circumstances. Further, study 2 only asked participants to provide perceptions and proposed reactions to hypothetical stories, which is not convincing enough because people might behave in ways that are different from what they reported, in other words, it is possible for people not to "walk the talk". Therefore, it would be beneficial to examine the causal relationships of interest by performing behavioral experiments with more realistic manipulations in the future.

Last but not least, future studies should consider conducting a longitudinal study that involves an organization that plans to implement mandatory CSR policy shortly so that it would be better to observe and capture the effect of CSR policy by comparing the pre-CSR and post-CSR difference so that a complete picture of CSR-employee response will be captured.

CONCLUSION

In this research, I found that employees' CSR engagement under organizational pressure will lead to psychological entitlement, subsequently leading to counterproductive work behaviors. Further, a good socially responsible human resource management policy can alleviate the psychological level after engaging in CSR activities under pressure. In contrast, narcissism will give employees more leeway to engage in subsequent deviant behaviors.

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APPENDIX 1: TABLES

TABLE 1
LITERATURE REVIEW OF CSR EFFECT ON EMPLOYEES

	Author & Year	Type	Predictor	Outcome	Moderator	Mediator	P/N
1	Aguinis & Glavas, 2013	Book Chapter	The CSR practices that focus on short-term performance	Negative effect on the sustainable employee-employer relationship			N
2	Backhaus, Stone & Heiner, 2002	Empirical	Job applicants' perceptions of the organization's CSR performance	Positive effect on job applicant-rated organizational attractiveness			P
3	Bauman & Skitka 2012	Conceptual	Organizational CSR practices	Increased employees satisfaction			P
4	Beaudoin, Cianci, Hannah & Tsakumis, 2018	Conceptual	Managers' perception of the company's commitment to CSR	Decreased manager's unethical decisions when facing temptation (incentives to make unethical decisions to obtain goals or rewards)			P
5	Behrend, Baker & Thompson, 2009	Empirical	CSR in environmental support	Increased job applicants' job pursuit intentions		Perceptions of the organization's reputation	P
6	Bhattacharya, Korschun & Sen, 2009	Conceptual	Corporation's CSR initiatives	Increased quality of the relationship between the stakeholders and the company.			P

#	Author	Conceptual/Empirical	CSR activities	Outcome	Moderator/Mediator	
7	Bhattacharya & Senkar, 2004	Conceptual	CSR activities	Increased consumer wellbeing		P
8	Bozkurta & Bal, 2012	Empirical	Employees' perceptions of the organization's CSR	Employees' organizational citizenship behaviors (OCBs)		P
9	Brammer, He & Mellahi, 2015	Empirical	Employees' perceptions of the organization's overall external CSR engagement	Employees' creative effort and organizational identification	Employees' perceived organization's capability in product and service quality and delivery	P
10	Brammer, Millington & Rayton, 2007	Empirical	Employees' perceptions of CSR	Employees' affective commitment	Gender	P
11	Bridoux, Stofberg & den Hartog, 2016	Empirical	The improperly handled trade-off of the company's investment to CSR (favoring one stakeholder group over the others)	Consumers' and job seekers' negative reaction	Stakeholders' level of other orientation	N
12	Bruce, Brammer & Millington, 2015	Empirical	Employees' perceived CSR performance	Employees' affective organizational commitment		P
13	Caligiuri, Mencin & Jiang, 2013	Empirical	Employees' corporate volunteer assignments	Increased employee engagement, sustainability of the volunteers' project, capability development for the business unit, and employees' continuation of volunteerism	Employees' psychological meaningfulness	P

#	Author					
14	Carmeli, Gilat & Waldman, 2007	Empirical	Employees' perceptions of CSR	Employees' organizational identification, adjustment, and job performance		P
15	Carvalho, Sen, de Oliveira Mota & de Lima, 2010	Empirical	Customers' perception of CSR	Increased customer purchase intention, decreased complaint intention, and switching intention	Customers' purchasing power	P
16	Chun, Shin, Choi & Kim, 2013	Empirical	CSR in ethical behaviors	Increased collective organizational commitment and OCBs		P
17	Collier & Esteban, 2007	Conceptual	Organizational CSR policies	Increased employee motivation and commitment to CSR "buy-in"		P
18	Costas & Kärreman, 2013	Conceptual	Organizational CSR practice	Tie to employees' aspirational identities and ethical conscience to the organization		P
19	Carnahan, Kryscynski & Olson, 2016	Empirical	Organizational CSR engagement	Increased employee intention to stay	Employees' preference for meaningfulness	P
20	Davis, 1994	Empirical	Organizational CSR message	Consumers' positive attitudes toward the corporation and the corporation's products		P
21	De Gilder, Schuyt & Breedijk, 2005	Empirical	Employees' CSR engagement	Employees' positive attitudes and behavior towards the organization.	Socio-demographic characteristics	P

			Employees' perceptions of CSR	Positive effect on	CSR-induced attributions of motives	Employees' Organizational trust	P
22	De Roeck & Delobbe, 2012	Empirical	Employees' perceptions of CSR	Positive effect on employees' organizational identification	CSR-induced attributions of motives	Employees' Organizational trust	P
23	De Roeck, Marique, Stinglhamber, Swaen, 2014	Empirical	Employees' perceptions of CSR initiatives directed at internal and external stakeholders	Employees' increased job satisfaction		Employees' overall justice perceptions and organizational identification	P
24	De Roeck, El Akremi & Swaen, 2016	Empirical	Employees' perceptions of CSR	Positive effect on employees' organizational identification and organizational pride	Employees' first-party justice perceptions		P
25	De Roeck & Maon, 2016	Empirical	Employees' perceptions of CSR	Positive effect on employees' job commitment, OCBs, and job satisfaction		Employees' organizational identification, trust, organizational justice, and perceived organizational support	P
26	Dhanesh, 2014	Empirical	Employees' perceptions of CSR	Positive effect on employees' trust, commitment, satisfaction, and control mutuality			P
27	Ditlev-Simonsen, 2015	Empirical	Organizational CSR activities	Positive effect on employees' affective commitment			P
28	Dögl & Holtbrügge, 2014	Empirical	CSR in terms of green strategy & culture,	Positive effect on employees' job commitment		Organization's environmental reputation	P

#	Authors & Year	Study type	Construct	Outcome	Moderator	Moderator	P
			green technology and products, green recruitment and evaluation, and green communication				P
29	Du, Bhattacharya & Sen, 2010	Conceptual	Organization's CSR communication	Increased consumer purchase, loyalty; employees' productivity, OCBs, loyalty; investors' loyalty and investment amount	Stakeholder characteristics and company characteristics		P
30	Du, Bhattacharya & Sen, 2015	Empirical	Employees' perceptions of CSR	Increased employee job satisfaction and decreased turnover intention	CSR proximity	Employees' developmental needs are fulfillment and ideological needs fulfillment	P
31	Edinger-Schons, Lengler-Grai, Scheidler & Wieseke, 2018	Empirical	CSR-related training provided to employees	Positive effect on customers' customer-company identification	Managers' support for CSR	Customers' CSR knowledge	P
32	El Akremi, Gond, Swaen, De Roeck & Igalens, 2015	Empirical	Employees' perceptions of CSR	Positive effect on employees' perceived organizational support			P
33	Erdogan, Bauer & Taylor, 2015	Empirical	Employees' perceptions of CSR in organization commitment to the environment	Positive effect on employees' organizational justice, organizational commitment, and OCBs targeting the environment	Employees' perceived organizational support		P

34	Evans, Goodman & Davis, 2011	Empirical	Employees' perceptions of CSR	Increased employee OCBs		Employees' organizational cynicism	P
35	Evans, Davis & Frink, 2011	Empirical	Employees' perceptions of CSR	Positive effect on clear work-role definitions, OCBs, and organizational identification	Employees' other-regarding value orientation		P
36	Farooq, Farooq & Jasimuddin, 2014	Empirical	Employees' perceptions of CSR	Positive effect on employees' organizational identification and knowledge-sharing behavior		Employees' collectivist orientation on the relationship of CSR	P
37	Farooq, Rupp & Farooq, 2016	Empirical	Employees' perceptions of CSR	Positive effect on employees' organizational identification and OCBs	National cultural and social orientations (cosmopolitan orientation, individualism, and collectivism)	Employees' perceptions of prestige and perceived respect	P
38	Farooq, Payaud, Merunka & Valette-Florence, 2014	Empirical	Employees' perceptions of CSR	Increased affective organizational commitment		Employees' organizational trust and organizational identification	P
39	Frank, Davis & Frink, 2011	Empirical	Employees' perceptions of CSR	Increased OCBs and organizational identification			P
40	Gatignon-Turnau & Mignonac, 2015	Empirical	Organizational support to CSR practices	Increased employee affective commitment to the organization	Employees' attribution of the organization's public relations motives	Employees' perceptions of organizational prosocial identity	P

41	Galbreath, 2010	Empirical	Organization's CSR engagement	Decreased employee turnover and increased customer satisfaction			P
42	Gavin & Maynard, 1975	Empirical	Employees' perceptions of CSR	Increased employee satisfaction			P
43	Ghosh & Gurunathan, 2014	Empirical	Employees' perceptions of CSR	Decreased turnover intention		Job embeddedness	P
44	Glavas & Godwin, 2013	Conceptual	Employees' perceptions of CSR	Employees' organizational identification	The salience of CSR to employees		P
45	Glavas, 2016a	Conceptual	Organizational inauthentic CSR practice	Negative influence on employees' perceptions of value fit with the organization			N
46	Glavas, 2016b	Empirical	Employees' perceptions of CSR	Negative effect on employee engagement	Authenticity (i.e., being able to show one's whole self at work)		N
		Empirical	CSR activities that focus on the extra roles	Increased employee strain and burden at the workplace	Number of hours spent on CSR		N
47	Glavas & Kelley, 2014	Empirical	Employees' perceptions of CSR	Increased organizational commitment and job satisfaction		Work meaningfulness and perceived organizational support	P
48	Glavas & Piderit, 2009	Empirical	Employees' perceptions of CSR	Increased work engagement, high-quality connections, creative involvement			P

#	Author	Type	Focus	Outcome	Mediator	Mechanism/Variable	P/N
49	Grant, 2008	Empirical	Employees' perceptions of CSR within prosocial jobs	Increased motivation to have prosocial behavior			P
50	Grant, 2007	Conceptual	Job design related to prosocial work	Increased affective commitment and motivation to have prosocial behavior			P
51	Grant, Dutton & Rosso, 2008	Empirical	CSR in the employee support program	Increased affective organizational commitment		Prosocial sensemaking process	P
52	Graves & Waddock, 2000	Empirical	Employees' CSR engagement	Positive effect on person-organization fit			P
53	Greening & Turban, 2000	Empirical	Job applicants' perceptions of CSR	Increased organizational attractiveness to prospective employees			P
54	Griffin, Bryant & Koerber, 2015	Empirical	Peer engagement in CSR	Increased employee relationship strength			P
55	Gully, Phillips, Castellano, Han & Kim, 2013	Empirical	CSR message from the organization	Positive effect on job seekers' job pursuit intention	Job seekers' desire for significant impact through work	Person-Organization fit Organizational attraction	P
56	Hameed, Riaz, Arain & Farooq, 2016	Empirical	Employees perceived external and internal CSR	Enhanced employees' organizational identification, job commitment, and job performance	Employees' sense of internal respect and their perception of the employer's external prestige		P
57	Hansen, Dunford, Boss, Boss & Angermeier, 2011	Empirical	Employees' perceptions of CSR	Decreased turnover intention and increased OCBs		Organizational trust	P
58	Haski-Leventhal, Roza & Meijs, 2017	Conceptual	The incongruence between CSR practice and	Increased employee distrust,			N

			employees' CSR perception	disengagement, and indifference			P
59	Hejjas, Miller & Scarles, 2018	Conceptual	Employees' perceptions of CSR	Employees' CSR engagement	Organizational culture and the extent of shared values among coworkers		P
60	Hillenbrand, Money & Ghobadian, 2013	Empirical	Employees' CSR experience	Positive intent toward the organization		Belief about the organizational CSR; Trust in the organization	P
61	Hofman & Newman, 2014	Empirical	Employees' perceptions of CSR	Increased organizational commitment	individual differences such as collectivism, masculinity, cultural values, and aspects of the working context		P
62	Houghton, Gabel & Williams, 2009	Empirical	Employer-sponsored CSR program	Positive effect on organizational identity			P
63	Islam, Ali, Aamir, Khalifah, Ahmad & Ahmed, 2015	Empirical	Employees' perceptions of CSR	Increased job satisfaction and OCBs			P
64	Jacinto & Carvalho, 2009	Empirical	CSR practices	Positive effect on employees' organizational identification and working behaviors.			P
65	Jones, 2010	Empirical	Employee CSR perceptions and attitudes	Positive effect on employees' intentions to stay, OCBs, and in-role performance	Employees' exchange ideology	Employees' organizational identification and organizational pride	P
66	Jones, 2016	Empirical	Employees' participation of CSR related activities	Positive effect on the development of work-related skills related to job			P

#	Reference	Type	Focus	Outcome		P
				performance, such as teamwork, project management, time management, public speaking, and leadership skills		
67	Jones & Willness, 2013	Book Chapter	Organization's image and reputation of CSR engagement	Positive effect on job applicants' perceived organizational attractiveness		P
68	Jones, Willness & Madey, 2014	Empirical	Job seekers' perceptions of organizational CSR	Positive effect on job applicants' perceived organizational attractiveness		P
69	Jones, Willness & Heller, 2016	Empirical	Organization's CSR practices	Positive effect on job applicants' perceived organizational attractiveness		P
70	Khan, Zahoor & Irum, 2014	Empirical	Employees' perceptions of CSR	Positive effect on OCBs and negative effect on turnover intention		P
71	Kim, Lee, Lee & Kim, 2010.	Empirical	Employees' perceptions of CSR	Positive effect on employees' commitment to the employer	Employee–company identification and employee perceived external prestige	P
72	Kim & Scullion, 2013	Conceptual	Employee-centered CSR	Positive effect on employee motivation	Complex cultural, institutional, and political factors	P
73	Kim, Rhou, Uysal & Kwon, 2017	Empirical	Employees' perceptions of CSR	Increased job Performance	Quality of working life, affective commitment, and OCB	P
74	Kim, Kim, Han, Jackson & Ployhart, 2014	Empirical	Leaders' CSR-related behavior	Positive effect on employees' CSR-related behaviors	CSR related advocacy within work groups	P

75	Korschun, Bhattacharya & Swain, 2014	Empirical	Employees perceived management support and customer support for CSR	Positive effect on job performance and customer orientation	Employee–customer identification and CSR importance to employees	P
76	Kroh, 2014	Empirical	Employees' internal and external CSR perceptions	Increased OCBs and affective commitment and decreased turnover intention		P
77	Kumar & Priyadarsini, 2017	Empirical	Employees' perceptions of CSR	Increased OCBs		P
78	Kundu & Gahlawat, 2015a	Empirical	CSR-focused HRM practices	Positive effect on employees' satisfaction with their jobs		P
79	Kundu & Gahlawat, 2015b	Empirical	CSR-focused HRM practices	Decreased employees' intention to quit	Employees' satisfaction with their job	P
80	Kundu & Gahlawat, 2016	Empirical	CSR-focused HRM practices	Positive effect on employees' trust, motivation, and affective commitment		P
81	Lee, Park & Lee, 2013	Empirical	Employees' perceptions of CSR	Positive effect on employee attachment and performance		P
82	Lee, Song, Lee, Lee & Bernhard, 2013	Empirical	Employees' perceptions of CSR	Positive effect on employees' customer orientation	Employees' organizational trust employees' job satisfaction	P
83	Lin, Baruch & Shih, 2012	Empirical	Employees' perceptions of CSR	Positive effect on team performance	Team efficacy and team self-esteem	P

			Employees' perceptions of CSR	Decreased turnover intention	Employees' self-efficacy and ethical leadership	Employees' work engagement and burnout	
84	Lin & Liu, 2017	Empirical	Employees' perceptions of CSR	Decreased turnover intention		Employees' work engagement and burnout	P
85	Luo & Bhattacharya, 2006	Empirical	Public perception of organizations' CSR practice	Increased customer satisfaction			P
86	Madison, Ward & Royalty, 2012	Empirical	Employees' participation to CSR related voluntarism	Positive effect on employees' commitment to the organizations			P
87	Maignan & Ferrell, 2004	Conceptual	Organizational CSR initiatives	Increased stakeholders' support			P
88	Maignan, Ferrell & Hult, 1999	Empirical	Organizational CSR culture	Positive effect on employee commitment and customer loyalty		Proactive corporate citizenship	P
89	Mallory & Rupp, 2014	Conceptual	Misspending of resources on external stakeholders rather than reinvesting toward employees	Employees' negative reactions to CSR initiatives			N
90	McShane & Cunningham, 2012	Conceptual	Employees' perceptions of ingenious CSR	Negative effect on organizational identification and employee connections			N
91	Mueller, Hattrup, Spiess & Lin-Hi, 2012	Empirical	Employees' perceptions of CSR	Positive effect on employees' affective commitment			P
92	Newman, Miao, Hofman & Zhu, 2016	Empirical	CSR-focused HRM practices	Positive effect on OCBs		Employees' organizational identification	P
93	Newman, Nielsen & Miao, 2015	Empirical	Employees' perceptions of CSR toward social	Positive effect on OCBs			P

#	Study	Type	Independent variable (... and non-social stakeholders)	Effect			P/N
94	Ormiston & Wong, 2013	Empirical	Organizational CSR rating	Increased corporate social irresponsibility (CSiR)	CEO's moral identity		N
95	Peterson, 2004	Empirical	Employees' perceptions of CSR	Positive effect on organizational commitment	Employee's personal beliefs about the importance of CSR		P
96	Paillé & Mejía-Morelos, 2014	Empirical	Employees perceived CSR in organizational support	Positive effect on employees' willingness to perform pro-environmental behaviors in the workplace	Psychological contract breach	Employee commitment to the organization.	P
97	Rodrigo & Arenas, 2008	Conceptual	Employees perceived necessity of CSR practice	Negative effect on Employees' agreement with CSR practice			N
98	Rupp, Shao, Skarlicki, Kim & Nadisic, 2013	Empirical	Employees' perceptions of CSR	Positive effect on organizational attractiveness, employees' organizational commitment, intentions to stay, and OCBs	Employees' moral identity		P
99	Ramsden, 2015	Empirical	Employees' perceptions of CSR	Positive effect on OCBs	Employee perceived insider status sense of community (SOC)		P
100	Rayton, Brammer & Millington, 2015	Empirical	Employees' perceptions of CSR	Positive effect on firm–stakeholder relationship		CSR Breach	P

101	Rupp, Shao, Thornton & Skarlicki, 2013	Empirical	Employees' perceptions of CSR	Positive effect on OCBs	Employees' moral identity		P
102	Sarvaiya, 2014	Conceptual	Employees' perceptions of CSR	Increased employees' social and ethical concerns	Scope of CSR and variation among industries		P
103	Scheidler, Edinger-Schons, Spanjol & Wieseke, 2018	Empirical	Employee perceived CSR inconsistency (inconsistency between internal and external CSR)	Increased employees turnover	Employees perceived corporate hypocrisy emotional exhaustion		N
104	Seivwright & Unsworth, 2016	Conceptual	Employees' perceptions of CSR	Employees perceived meaningfulness at work			P
105	Sen & Bhattacharya, 2001	Empirical	CSR information	Positive effect on customers' purchase intention and customer company evaluation	Evaluation of the organization	Consumers' perceptions of congruence between their characters and that of the organization in their reactions to its CSR initiatives	P
106	Sen, Bhattacharya & Korschun, 2006	Empirical	Stakeholders' CSR awareness	Increased stakeholders' positive associations, attitudes, employment intention, and investment intention with the firm	Stakeholders' attributions regarding the genuineness of the organization's CSR motives		P
107	Shen & Benson, 2016	Empirical	CSR-focused HRM practices	Positive effect on employees' task performance and	Employees perceived organizational support	Employees' organizational identification	P

							P
				extra-role helping behavior			
108	Shen, Dumont & Deng, 2016	Empirical	Employees' perception of CSR-related HRM practices	Positive effect on employee task performance and OCBs toward the organization (OCB-O); and negative effect on employees' intention to quit	Employee perceived organizational support (POS)	Employees' organizational identification	P
109	Shen & Zhu, 2011	Empirical	Employees' perception of CSR-related HRM practices	Positive effect on affirmative commitment (AC), continuance commitment (CC), and normative commitment (NC)			P
	Singhapakdi, Lee, Sirgy & Senasu, 2015	Empirical	The congruence between an organization's CSR orientation and its employees' CSR orientation	Increased employees' quality of work life			P
110	Spanjol, Tam & Tam, 2015	Empirical	The congruence between employees' personal environmental orientation and organizational environmental standards	Positive effect on employees' creativity	Regulatory pressure	Job satisfaction	P
111	Stites & Michael, 2011	Empirical	Employees' perceptions of CSR	Positive effect on organizational commitment			P

					P
112	Story & Neves, 2015	Empirical	Employee perceptions of intrinsic and extrinsic CSR	Increased employees' in-role and extra-role performance	
113	Subba & Rao, 2016	Empirical	CSR activities toward employees, customers, communities, and government	Positive effect on employees' positive emotions	
114	Suh, 2016	Empirical	CSR practices	Positive effect on employee job satisfaction and affective commitment	Employee perceptions of their relational social capital (e.g., the quality of their work relationships).
115	Sully de Luque, Washburn, Waldman & House 2008	Empirical	Employees' perception of leader's CSR value	Increased employees' working efforts and OCBs	Employees' perception of visionary leadership
116	Supanti, Butcher & Fredline 2015	Conceptual	Employee CSR engagement	Positive effect on employees' job satisfaction, motivation, and commitment	Employees' positive emotions, increased social capital, increased task-related skills
117	Svaldenytė & Kazlauskaitė, 2014	Empirical	CSR policy	Positive effect on employees' job satisfaction, organizational commitment, person-organization fit, OCBs, and intention to stay	Organizational CSR practices and HRM Practices

#	Author, Year	Type	Construct	Effect	Moderator/Mediator	P/N
118	Tongo, 2015	Empirical	Employees' perceptions of CSR	Positive effect on quality of work and life		P
119	Tsai, Joe, Lin & Wang, 2014	Empirical	Job seekers' CSR perception	Positive effect on job seekers' job pursuit intention	Job seekers' socio-environmental consciousness	P
120	Turban & Greening, 1997	Empirical	CSR engagement	Positive effect on job seekers' perception of organization attractiveness		P
121	Turker, 2009	Empirical	Employees' perceptions of CSR	Positive effect on employees' organizational commitment.	Employee perceptions of CSR importance to the firm	P
122	Tyagi & Tyagi, 2015	Empirical	Employees' perceptions of CSR	Positive effect on OCBs	Organizational reputation and attractiveness	P
123	Valentine & Fleischman, 2008	Empirical	Employees' perceptions of CSR	Positive effect on job satisfaction		P
124	Vardi, 2001	Empirical	Organizational CSR climate	Positive effect on employees' organizational misbehavior (OMB)		P
125	Wagner, Lutz & Weitz, 2009	Empirical	Organizational inconsistent CSR information	Increased consumers' negative attitudes toward the organization	Organizational CSR policies (proactive vs. reactive, abstract vs. concrete, level of inoculation)	N
126	Watkins, Ren, Umphress, Boswell, Triana & Zardkoohi, 2015	Empirical	Employees' CSR awareness	Decrease employees' emotional exhaustion		P

					P/N
127	West, Hillenbrand & Money, 2015	Empirical	Employees' CSR awareness	Increased employees' positive behavioral intentions	Employees' social axioms	P
128	Zhang & Gowan, 2012	Empirical	Employees' perceptions of CSR	Positive effect on organizations' attraction to job seekers	Employees' ethical predispositions and Machiavellianism	P

Note. P/N: Positive/Negative effect of CSR

TABLE 2
RESULTS OF CONTENT ADEQUACY ANALYSIS (CSR MANDATE)

	CM	NP	ER
CSRM1. The organization I work for requires employees to engage in CSR activities.	6.00	3.54	3.59
CSRM2. I cannot pick and choose whether to participate in CSR activities.	5.97	3.6.	3.34
CSRM3. I would have negative consequences at work if I did not do CSR activities.	5.76	3.23	2.72
NP1. People tried to get me to go to work.	2.76	6.11	2.76
NP2. Someone attempted to threaten me to let me go to work.	1.44	6.00	2.00
NP3. Someone physically tried to make me to go to work.	1.35	6.03	1.76
NP4.Some people said they would make me go to work.	1.88	5.77	1.90
NP5. People tried to make me go to work.	2.17	6.00	2.21
ER1. I do this because I am supposed to do it.	4.00	4.89	5.59
ER2. I do this because it is something that I have to do.	3.91	4.74	5.55
ER3. I do this because I do not have any choice.	2.94	3.49	5.34
ER4. I do this because I feel that I have to do it.	3.76	4.49	5.58

Note. N=98. Responses were made on a scale ranging from 1 (*not at all consistent*) to 7 (*completely consistent*). Boldface type denotes a significantly higher (*p*< .05) mean score. CM= CSR mandate; NP =negative pressure; ER =external regulation.

TABLE 3
RESULTS OF CONTENT ADEQUACY ANALYSIS (CSR COMPLIANCE PERFORMANCE)

	CE	WI	WE
CSRE1. I did a good job that contributed to the company's CSR activities.	6.27	4.08	3.30
CSRE2. I regularly engage in CSR activities required by my company.	6.26	4.07	3.19
CSRE3. I am a regular participant in my company's CSR activities.	6.15	3.92	3.39
CSRE4. My company's CSR activity is a regular part of my scheduled day.	6.29	3.68	3.12
CSRE5. My company's CSR activities consume a substantial portion of my time.	6.22	3.42	2.91
JI1. I will stay overtime to finish a job, even if I'm not paid for it.	3.61	6.53	3.93
JI2. The major satisfaction in my life comes from my job.	3.40	6.21	3.77

JI3. The most important things that happen to me involve my work.	3.39	6.10	3.42
JI4. Sometimes I lie awake at night thinking ahead to the next day.	4.07	6.18	4.56
JI5. I have other activities more important than my work.	4.30	6.03	4.65
JI6. I live, eat, and breathe my job.	3.00	6.21	3.16
JI7. To me, my work is only a small part of who I am.	3.93	5.84	3.98
JI8. I am very much involved personally in my work.	4.12	6.21	4.65
JI9. Most things in life are more important than work.	3.88	6.18	3.91
WE1. At my work, I feel that I am bursting with energy.	4.46	4.28	5.88
WE2. At my job, I feel strong and vigorous.	4.47	4.5	5.86
WE3. I am enthusiastic about my job.	4.75	4.71	5.86
WE4. My job inspires me.	4.37	4.50	5.83
WE5. When I get up in the morning, I feel like going to work.	3.93	4.18	5.97
WE6. I feel happy when I am working intensely.	4.29	4.71	6.05
WE7. I am proud of the work that I do.	4.39	5.05	6.16
WE8. I am immersed in my work.	4.30	4.42	6.09
WE9. I get carried away when I am working.	3.90	4.45	5.79

Note. N=122. Responses were made on a scale ranging from 1 (*not at all consistent*) to 7 (*completely consistent*). Boldface type denotes a significantly higher ($p < .05$) mean score. CE =CSR engagement; JI=job involvement; WE=work engagement.

TABLE 4
STUDY 1 CORRELATION MATRIX AND RELIABILITY

	1	2	3	4	5	6	7	8	9	10	11
1.CSRM	0.77										
2.CSRE	0.37**	0.86									
3.PE	0.19**	0.34**	0.93								
4.CWBO	0.04	-0.09	0.13	0.94							
5.CWBI	0.07	0.01	0.25**	0.83**	0.94						
6. SRHRM	0.01	0.00	-0.50**	-0.14*	-0.16*	0.95					
7. NA	-0.03	0.01	0.10	0.31**	0.27**	-0.09	0.80				
8. NR	-0.09	-0.04	0.16*	0.52**	0.51**	-0.07	0.55**	0.78			
9. Age	0.01	0.02	0.10	0.05	-0.01	-0.07	-0.04	0.03	-		
10. GEN	0.01	0.07	0.06	0.02	0.03	0.01	0.10	0.08	0.00	-	
11. EDU	-0.11	0.00	-0.01	-0.08	-0.07	-0.06	0.01	-0.07	-0.04	0.00	-
Mean	3.16	3.09	2.83	2.18	1.86	3.15	2.68	2.52	28.34	0.59	3.88
SD	0.41	0.61	0.58	0.62	0.68	0.95	0.62	0.58	3.63	0.50	0.42

Note. $^{**}p < .01$, $^{*}p < .05$, N=232
The bolded coefficients on the diagonal line are Cronbach Alpha coefficients.
CSRM: CSR mandate, CSRE: CSR engagement, PE: Psychological entitlement, CWBO: Counterproductive work behavior – organizational deviance, CWBI: Counterproductive work behavior – interpersonal deviance, SRHRM: Socially responsible human resource management practice, NA: Narcissism–admiration, NR: Narcissism–rivalry, GEN: Gender, EDU: Educational level.

TABLE 5
STUDY 1 CFA MODEL FIT COMPARISON

Model	χ^2	df	Model Fit Difference
The 8-Factor Model	1523.99	1052	
The Baseline Model	5273.35	1080	$\Delta\chi^2$=3749,36, Δdf=28

TABLE 6
STUDY 1 MODEL TEST RESULTS

	DV: CSRE		DV: PE		DV: CWBO		DV: CWBI	
	b	SE	b	SE	b	SE	b	SE
Intercept	2.24**	0.54	3.17**	0.41	3.35**	0.87	2.45**	0.85
CSRM	0.37**	0.06						
CSRE			0.34**	0.06				
PE					0.12*	0.07	0.25**	0.06
R^2	0.13		0.11		0.02		0.07	

Note. $^{**}p < .01$, $^{*}p \leq .05$
CSRM: CSR mandate, CSRE: CSR engagement, PE: Psychological entitlement, CWBO: Counterproductive work behavior–organizational deviance, CWBI: Counterproductive work behavior–interpersonal deviance.

TABLE 7
STUDY 1 MODERATION TEST RESULTS

	DV: CSRE		DV: PE		DV: CWBO		DV: CWBI	
	b	*SE*	*b*	*SE*	*b*	*SE*	*b*	*SE*
Intercept	2.24**	0.54	2.83**	1.05	3.16**	0.61	3.26**	0.53
CSRM	0.37**	0.06						
CSRE			0.56**	0.09				
PE					-0.58**	0.12	-0.59**	0.10
SRHRM			-0.04	0.21				
NA					0.39	0.28	-0.20	0.18
NR					-0.61**	0.18	-0.20	0.16
CSRE* SRHRM			-0.48**	0.20				
PE*NA					-0.63	0.42	0.23	0.28
PE*NR					1.48**	0.34	0.75**	0.25
R^2	0.13		0.54		0.71		0.76	

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

CSRM: CSR mandate, CSRE: CSR engagement, PE: Psychological entitlement, CWBO: Counterproductive work behavior – organizational deviance, CWBI: Counterproductive work behavior – interpersonal deviance, SRHRM: Socially responsible human resource management practice, NA: Narcissism–admiration, NR: Narcissism–rivalry.

TABLE 8
TWO EXPERIMENT CONDITIONS IN STUDY 2A

	C1	C2
CSRM	Low	High
Subjects	150	150

Note. CSRM: CSR mandate, C: Condition

TABLE 9
STUDY 2A MANIPULATION CHECK ON CSRM

	Low CSRM Conditions	High CSRM Conditions
Mean (CSRM)	2.48	4.02
Standard Deviation (CSRM)	0.32	0.32
Observations	150.00	150.00
df	298.00	
t Stat	41.98	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 10
STUDY 2A T-TEST RESULTS OF CSRE

	Low CSRM Condition	High CSRM Condition
Mean (CSRE)	2.95	4.51
Standard Deviation (CSRE)	0.17	0.26
Observations	150.00	150.00
df	298.00	
t Stat	61.70	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 11
FOUR EXPERIMENT CONDITIONS IN STUDY 2B

	C1	C2	C3	C4
CSRE	Low	Low	High	High
SRHRM	Low	High	Low	High
Subjects	150	150	150	150

CSRE: CSR engagement, SRHRM: Socially responsible human resource management practice, C: Condition

TABLE 12
STUDY 2B MANIPULATION CHECK OF CRSE

	Low CSRE Conditions	High CSRE Conditions
Mean (CSRE)	2.47	4.29
Standard Deviation (CSRE)	0.28	0.21
Observations	300.00	300.00
df	598.00	
t Stat	91.25	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 13
STUDY 2B MANIPULATION CHECK OF SRHRM

	Low CSRE Conditions	High CSRE Conditions
Mean (SRHRM)	2.30	4.40
Standard Deviation (SRHRM)	0.23	0.24
Observations	300.00	300.00
df	598.00	
t Stat	108.62	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 14
STUDY 2B RESULTS OF TWO-WAY ANOVA OF PE

Independent Variable	PE		
	MS	F	*p*
CSRE	129.53	4262.27	<.001
SRHRM	118.22	3890.23	<.001
CSRE* SRHRM	80.91	2662.47	<.001

TABLE 15
STUDY 2B MEAN DIFFERENCE OF PE

CSRE	SRHRM	Mean	SD	N
Low	Low	2.75	0.21	150
	High	2.60	0.15	150
	Total	2.67	0.20	300
High	Low	4.41	0.16	150
	High	2.79	0.17	150
	Total	3.14	0.76	300

TABLE 16
STUDY 2B T-TEST OF PE BASED ON CSRE

	Low CSRE Conditions	High CSRE Conditions
Mean (PE)	2.68	3.61
Standard Deviation (PE)	0.20	0.83
Observations	300.00	300.00
df	598.00	
t Stat	18.88	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 17
STUDY 2B T-TEST OF PE BASED ON SRHRM

	Low SRHRM Conditions	High SRHRM Conditions
Mean (PE)	3.58	2.69
Standard Deviation (PE)	0.85	0.19
Observations	300.00	300.00
df	598.00	
t Stat	17.59	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 18
EIGHT EXPERIMENT CONDITIONS IN STUDY 2C

	C1	C2	C3	C4	C5	C6	C7	C8
PE	Low	Low	Low	Low	High	High	High	High
NA	Low	High	Low	High	Low	High	Low	High
NR	Low	Low	High	High	Low	Low	High	High
Subjects	150	150	150	150	150	150	150	150

TABLE 19
STUDY 2C MANIPULATION CHECK OF PE

	Low PE Conditions	High PE Conditions
Mean (PE)	2.33	4.33
Standard Deviation (PE)	0.21	0.20
Observations	600.00	600.00
df	1198.00	
t Stat	167.27	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 20
STUDY 2C MANIPULATION CHECK OF NA

	Low NA Conditions	High NA Conditions
Mean (NA)	2.45	4.29
Standard Deviation (NA)	0.31	0.27
Observations	600.00	600.00
df	1198.00	
t Stat	110.35	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 21
STUDY 2C MANIPULATION CHECK OF NR

	Low NR Condition	High NR Condition
Mean (NR)	2.43	4.26
Standard Deviation (NR)	0.39	0.30
Observations	600.00	600.00
df	598.00	
t Stat	108.62	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 22
STUDY 2C RESULTS OF THREE-WAY ANOVA OF CWBO

Independent Variable	CWBO		
	MS	F	*p*
PE	749.05	31161.26	<0.001
NA	1.93	80.15	<0.001
NR	68.44	2847.24	<0.001
PE*NA	0.43	17.94	<0.001
PE*NR	55.01	2288.27	<0.001
NA*NR	1.45	60.43	<0.001
PE*NA*NR	2.61	108.39	<0.001

TABLE 23
STUDY 2C MEAN DIFFERENCE OF CWBO

PE	NA	NR	Mean	SD	N
Low	Low	Low	2.40	0.16	150
	High	Low	2.61	0.16	150
	Low	High	2.62	0.16	150
	High	High	2.50	0.19	150
		Total	2.53	0.18	600
High	Low	Low	3.61	0.17	150
	High	Low	3.71	0.15	150
	Low	High	4.49	0.16	150
	High	High	4.64	0.13	150
		Total	4.11	0.48	600

TABLE 24
STUDY 2C T-TEST OF CWBO BASED ON PE

	Low PE Conditions	High PE Conditions
Mean (CWBO)	2.53	4.11
Standard Deviation (CWBO)	0.18	0.48
Observations	600.00	600.00
df	1198.00	
t Stat	75.24	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 25
STUDY 2C T-TEST OF CWBO BASED ON NA

	Low NA Conditions	High NA Conditions
Mean (CWBO)	3.28	3.36
Standard Deviation (CWBO)	0.85	0.89
Observations	600.00	600.00
df	1198.00	
t Stat	1.60	
P Value (one-tail)	0.06	
P Value (two-tail)	0.06	

TABLE 26
STUDY 2C T-TEST OF CWBO BASED ON NR

	Low NR Conditions	High NR Conditions
Mean (CWBO)	3.08	3.56
Standard Deviation (CWBO)	0.60	1.02
Observations	600.00	600.00
df	1198.00	
t Stat	9.89	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 27
EIGHT EXPERIMENT CONDITIONS IN STUDY 2D

	C1	C2	C3	C4	C5	C6	C7	C8
PE	Low	Low	Low	Low	High	High	High	High
NA	Low	High	Low	High	Low	High	Low	High
NR	Low	Low	High	High	Low	Low	High	High
Subjects	150	150	150	150	150	150	150	150

TABLE 28
STUDY 2D MANIPULATION CHECK OF PE

	Low PE Conditions	High PE Conditions
Mean (PE)	2.26	4.36
Standard Deviation (PE)	0.19	0.20
Observations	600.00	600.00
df	1198.00	
t Stat	184.56	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 29
STUDY 2D MANIPULATION CHECK OF NA

	Low NA Conditions	High NA Conditions
Mean (NA)	2.21	3.93
Standard Deviation (NA)	0.29	1.04
Observations	600.00	600.00
df	1198.00	
t Stat	39.21	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 30
STUDY 2D MANIPULATION CHECK OF NR

	Low NR Condition	High NR Condition
Mean (NR)	2.38	4.28
Standard Deviation (NR)	0.32	0.28
Observations	600.00	600.00
df	1198.00	
t Stat	110.18	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 31
STUDY 2D RESULTS OF THREE-WAY ANOVA OF CWBI

Independent Variable	CWBI		
	MS	F	p
PE	1113.34	35571.54	<0.001
NA	0.35	11.11	<0.001
NR	44.69	1427.79	<0.001
PE*NA	2.79	89.13	<0.001
PE*NR	39.24	1253.76	<0.001
NA*NR	4.76	152.06	<0.001
PE*NA*NR	6.06	193.66	<0.001

TABLE 32
STUDY 2D MEAN DIFFERENCE OF CWBI

PE	NA	NR	Mean	SD	N
Low	Low	Low	2.21	0.18	150
	High	Low	2.41	0.21	150
	Low	High	2.50	0.21	150
	High	High	2.17	0.15	150
		Total	2.33	0.24	600
High	Low	Low	3.82	0.16	150
	High	Low	3.94	0.11	150
	Low	High	4.55	0.20	150
	High	High	4.70	0.16	150
		Total	4.25	0.41	600

TABLE 33
STUDY 2D MEAN DIFFERENCE OF CWBI BASED ON PE

	Low PE Conditions	High PE Conditions
Mean (CWBI)	2.33	4.25
Standard Deviation (CWBI)	0.24	0.41
Observations	600.00	600.00
df	1198.00	
t Stat	99.33	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

TABLE 34
STUDY 2D MEAN DIFFERENCE OF CWBI BASED ON NA

	Low NA Conditions	High NA Conditions
Mean (CWBI)	3.27	3.30
Standard Deviation (CWBI)	0.97	1.06
Observations	600.00	600.00
df	1198.00	
t Stat	0.58	
P Value (one-tail)	0.28	
P Value (two-tail)	0.56	

TABLE 35
STUDY 2D MEAN DIFFERENCE OF CWBI BASED ON NR

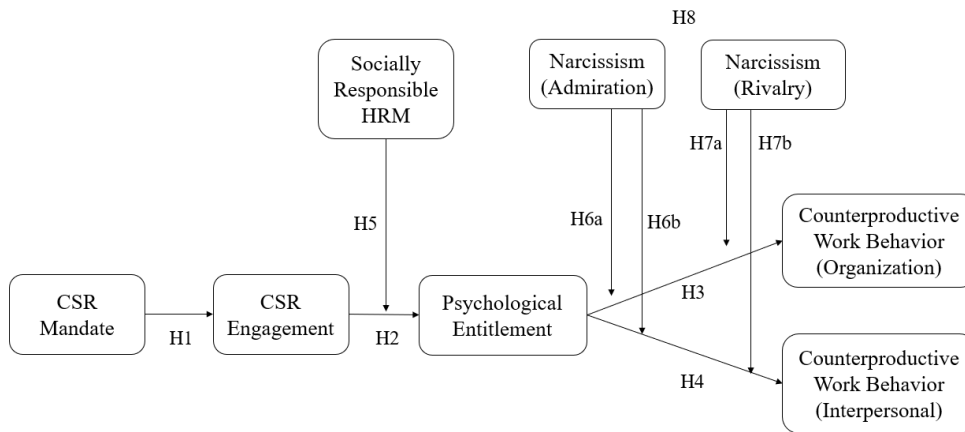|	Low NR Conditions	High NR Conditions
Mean (CWBI)	3.09	3.48
Standard Deviation (CWBI)	0.81	1.17
Observations	600.00	600.00
df	1198.00	
t Stat	6.67	
P Value (one-tail)	<0.001	
P Value (two-tail)	<0.001	

APPENDIX 2: FIGURES

FIGURE 1
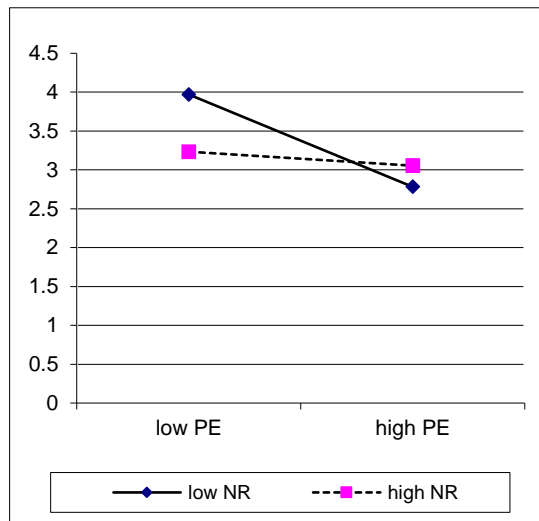**CONCEPTUAL MODEL**

FIGURE 2
STUDY 1 SRHRM'S MODERATION EFFECT ON PE
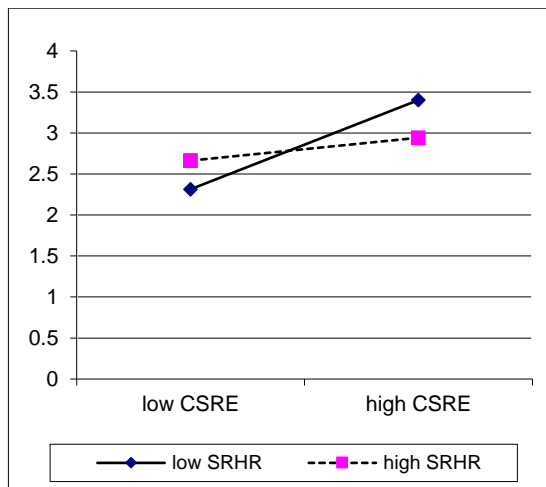
Note. CSRE: CSR engagement, SRHRM: Socially responsible human resource management practice.

FIGURE 3
STUDY 1 NR'S MODERATION EFFECT ON CWBO
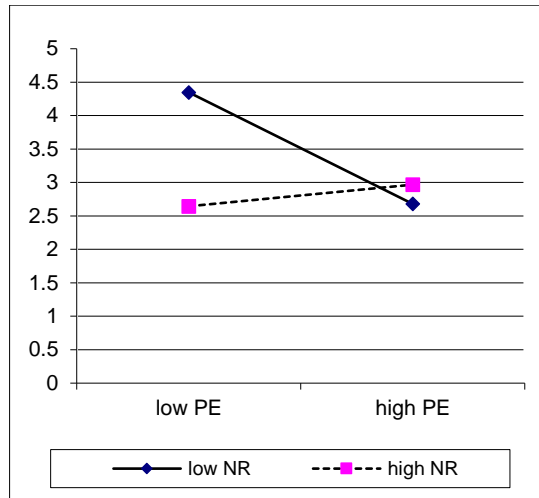
Note. PE: Psychological entitlement, NR: Narcissism – rivalry.

FIGURE 4
STUDY 1 NR'S MODERATION EFFECT ON CWBI

Note. PE: Psychological entitlement, NR: Narcissism – rivalry.

FIGURE 5
**MEAN DIFFERENCE COMPARISON**

Estimated Marginal Means of PE
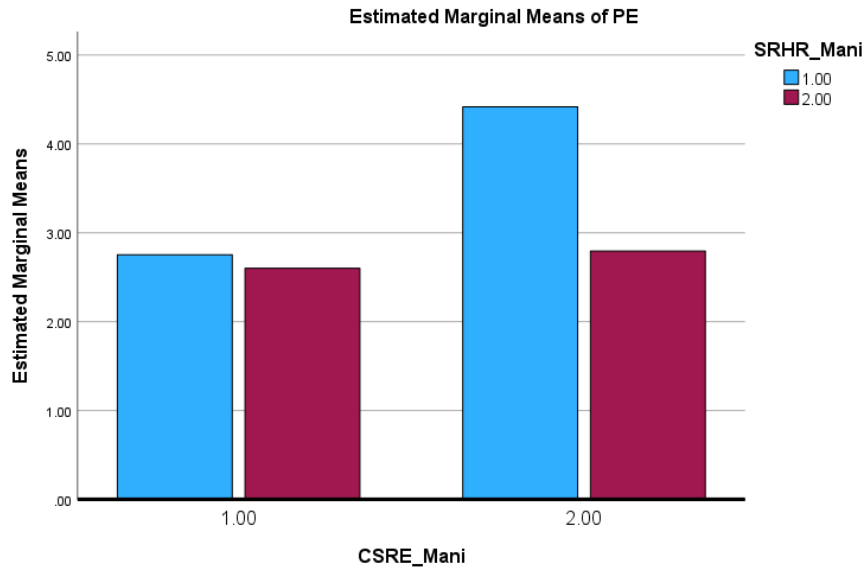
Note. PE: Psychological entitlement, SRHR_Mani: Socially Responsible Human Resource Management Manipulation, CSRE_Mani: CSR Engagement Manipulation, Dependent variable is PE, 1.00: low level, 2.00: high level.

FIGURE 6
MEAN DIFFERENCE COMPARISON
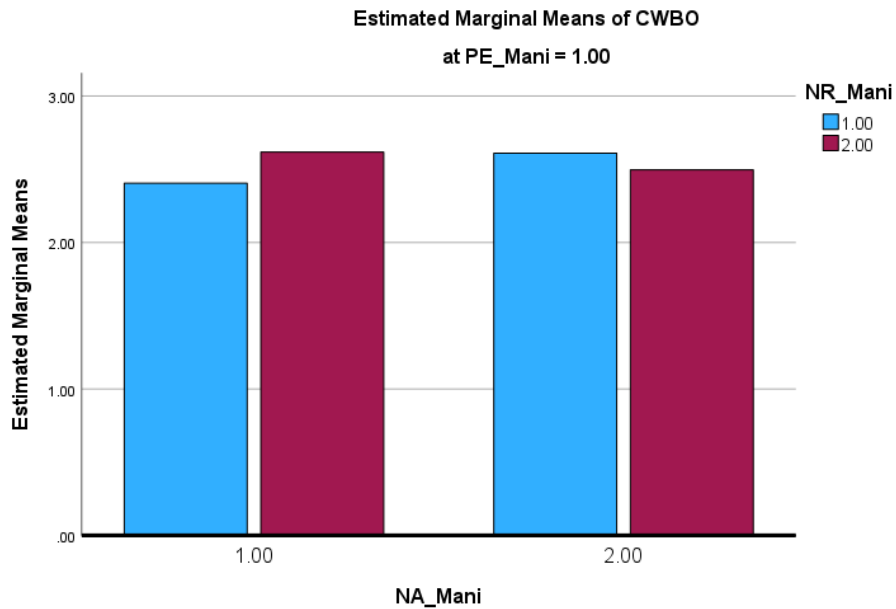
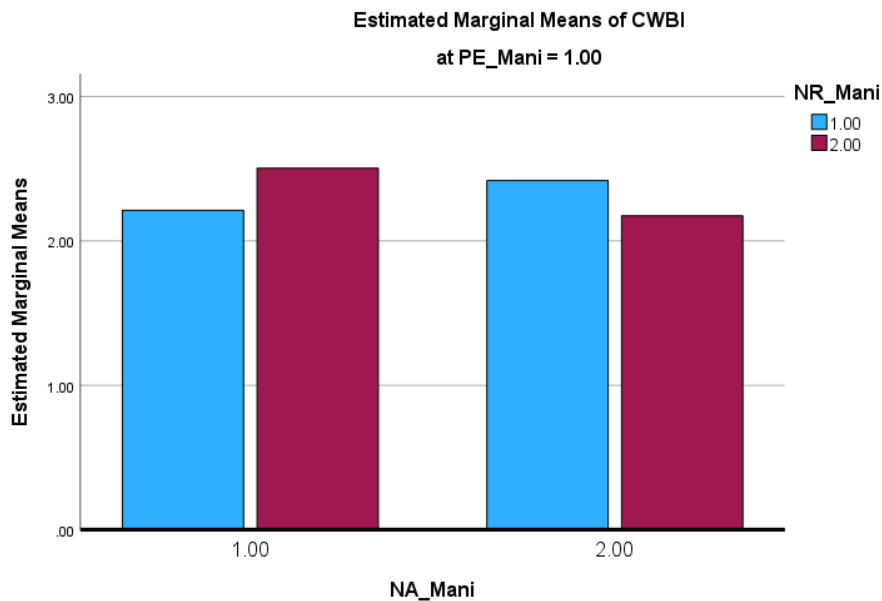**Estimated Marginal Means of CWBO**
at PE_Mani = 1.00

Note. CWBO: Counterproductive Work Behavior-organization, PE_Mani: Psychological Entitlement Manipulation, NR_Mani: Narcissism-Rivalry Manipulation, NA_Mani: Narcissism-Admiration Manipulation, Dependent variable is CWBO, 1.00: low level, 2.00: high level.

FIGURE 7
MEAN DIFFERENCE COMPARISON
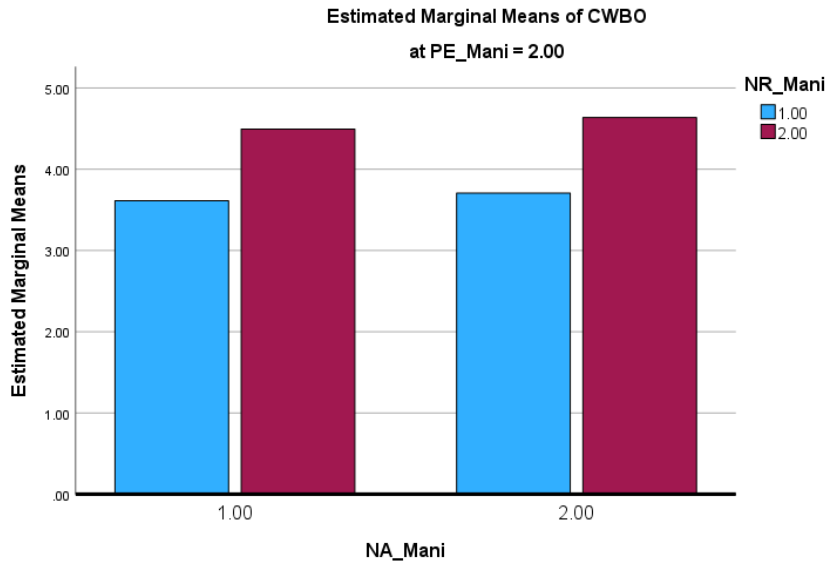
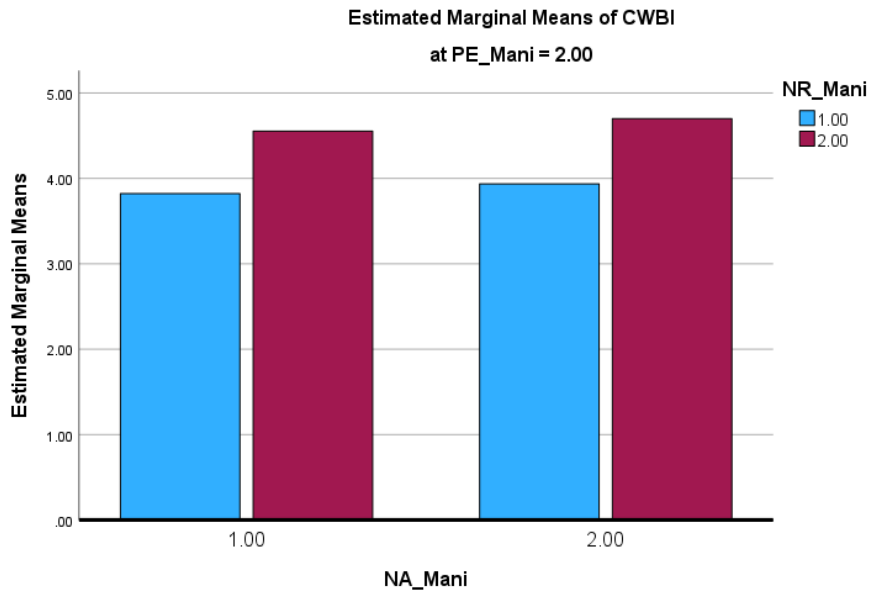**Estimated Marginal Means of CWBO**

at PE_Mani = 2.00

Note. CWBO: Counterproductive Work Behavior-organization, PE_Mani: Psychological Entitlement Manipulation, NR_Mani: Narcissism-Rivalry Manipulation, NA_Mani: Narcissism-Admiration Manipulation, Dependent variable is CWBO, 1.00: low level, 2.00: high level.

FIGURE 8
MEAN DIFFERENCE COMPARISON

Estimated Marginal Means of CWBI

at PE_Mani = 1.00

Note. CWBI: Counterproductive Work Behavior-interpersonal, PE_Mani: Psychological Entitlement Manipulation, NR_Mani: Narcissism-Rivalry Manipulation, NA_Mani: Narcissism-Admiration Manipulation, Dependent variable is CWBI, 1.00: low level, 2.00: high level.

FIGURE 9
MEAN DIFFERENCE COMPARISON

Note. CWBI: Counterproductive Work Behavior-interpersonal, PE_Mani: Psychological Entitlement Manipulation, NR_Mani: Narcissism-Rivalry Manipulation, NA_Mani: Narcissism-Admiration Manipulation, Dependent variable is CWBI, 1.00: low level, 2.00: high level.