FBMS Journal of Family Business and Management Studies
Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 17 Number 1, January-June 2025

Impact of Organizational Citizenship Behavior Towards the Organization on the Relationship Between CSR Perception and Work Engagement in Thailand's Garment Industry

Received: 31.07.2024
Revised: 04.10.2024
Accepted: 23.11.2024

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Abstract

Work engagement is the area of organizational behavior that has received the most comprehensive research focus. This current study aims to investigate the impact of CSR perception on work engagement and organizational citizenship behavior towards the organization. It provides practical insights for companies on how to design CSR programs that foster relationships with employees, enhance engagement, and contribute to the long-term success of the company. This study targets the garment industry. This investigation implemented stratified random sampling, specifically probability sampling. This survey involved 359 respondents who work in the garment industry. These findings suggest that a company's perception of corporate social responsibility (CSR) positively influences employees' work engagement levels. The employees' willingness to engage in behaviors that benefit the company, known as organizational citizenship behavior toward the organization, partially explains this effect. Hence, the current study found the importance of improving work engagement by fostering organizational citizenship behavior toward the organization and employees' perceptions of corporate social responsibility.

Index terms: CSR perception (CSP); organizational citizenship behavior toward the organization (OCBO); work engagement (WE).

Introduction

Corporate social responsibility, also known as CSR, is a term that describes the policies and practices that companies put into place in order to control the influence that they have on society. The concept of corporate social responsibility (CSR) comprises a wide range of activities, such as philanthropy, community participation, ethical labor standards, and environmental sustainability (Linda et al., 2016). Corporate social responsibility (CSR) initiatives in Thailand serve to not only improve the reputation of companies, but also promote active involvement and commitment from employees and cultivate loyalty among customers. Companies that actively engage in corporate social responsibility (CSR) initiatives frequently have enhanced relationships with stakeholders (Almeida et al., 2019). Corporate social responsibility (CSR) perceptions can have a substantial impact on employee work engagement. Previous research explains that employees who share the same values as their company's CSR programs typically exhibit higher levels of involvement. When their labor advances for greater benefit, they experience pride and a sense of purpose (Rupp et al., 2013).

Furthermore, work engagement is another critical behavior for companies because employees focus on completing something important and helpful in the formal system, which is known as task performance prescribed behaviors that express and reflect in both the quality and quantity of job outcomes (Koopmans et al., 2011).

These two factors of CSR perception and work engagement are necessary to the organization because both factors reflect the most essential benefits that adaptable employees may provide to their companies (e.g., Glavas, 2012; Glavas & Piderit, 2009). Furthermore, organizational citizenship behavior is another factor that is crucial for organizations because it affects employees' positive work engagement (Lin, Lyau, Tsai, Chen, & Chiu, 2010). Furthermore, organizational citizenship behavior (OCB) is essential for promoting work engagement and enhancing overall organizational success because enhanced employee engagement by engaged employees demonstrates a higher level of dedication to their work.

Organizational citizenship behaviors enhance engagement by fostering collaboration, effective communication, and a feeling of inclusion. OCBs encourage coworkers to collaborate and support each other. People greater work atmosphere and stronger work connections are the results of people willingly helping each other (Organ et al., 2006).

Furthermore, CSR perception influences employee engagement at work because when companies allow employees to know about CSR activities inside the company, this opportunity can drive employees to be more motivated, morale-driven, committed, and loyal to the organization (Branco & Rodrigues, 2006).

This current study aims to analyze Thailand's garment industry, which is a highly competitive sector with the highest export value for garments among all clothing products, exceeding two billion U.S. dollars (Statista, 2023). Additionally, the garment industry employs over 206 thousand workers (Statista, 2023). The current study's findings help business

owners learn how to improve workers' work engagement in the apparel industry.

Literature review

CSR Perception

A company's engagement in social activities enables stakeholders to assess its corporate social responsibility (CSR) perception. Previous research has suggested that a corporation can create a positive corporate social responsibility (CSR) perception among stakeholders by establishing itself as either a high or low performer in terms of its CSR initiatives (Lange & Lee, 2011).

The social identity theory proposed by Tajfel and Turner (1979) explores the relationship between CSR perception and employee engagement in work (Glavas, 2016). Based on the theory of social identity, previous research suggests that employees who are identified with and drawn to an organization that prioritizes environmentally and socially beneficial policies are more likely to be engaged in their work (De Roeck & Delobbe, 2012; Rupp et. al., 2006; Trevino et. al., 2008).

The social identity theory suggests that corporate social responsibility (CSR) efforts can play a significant role in fostering a strong connection between employees and their employers, as CSR activities enable employees to align their ethical and social values with those of the company (Rupp, 2011).

Furthermore, employees' perceptions of corporate social responsibility (CSR) can increase their engagement in organizational citizenship behavior. The influence of perceived corporate social responsibility (CSR) on employee behavior has been the subject of numerous studies. However, additional research is required to comprehend the psychological factors that underlie and elucidate this relationship (Oo et al., 2018).

Work engagement

Work engagement can be defined as the active and meaningful involvement with one's employment, including physical, emotional, and cognitive dimensions (Kahn, 1990).

Physical job engagement refers to the active and intentional participation of individuals in tasks, objectives, and organizational activities. It involves individuals actively and intentionally using their energy and effort to successfully complete these tasks, objectives, and activities.

Emotional job involvement is based on the fundamental principles of workplace emotional labor, as suggested by Grandey (2000). This is an illustration of the strategies used to manage individuals' emotions in the workplace environment. Individuals who participate in emotional labor derive fulfillment and contentment from their occupation due to the profound sense of gratification that comes from the positive influence they exert. Emotional job engagement refers to the voluntary dedication to tasks, objectives, and organizational endeavors that is characterized by a positive emotional state. For example, people display exceptional amounts of pride, enthusiasm, and anticipation as they intentionally engage in and achieve specific actions, goals, and events.

Cognitive job engagement is based on the concept of effectiveness, which involves

workers approaching their work with objectivity and sensitivity to increase workplace efficiency. Based on theoretical viewpoints, individuals who are actively involved in cognitive tasks are more likely to have a higher occurrence of positive thoughts and show increased levels of focus on their work. Cognitive job engagement is the intentional and focused mental state that individuals have when they are fully involved and committed to their jobs, goals, and activities inside an organization. It entails consciously focusing one's attention and nurturing optimistic ideas about one's work in order to improve job performance, accomplish objectives, and carry out tasks.

Organizational citizenship behaviors toward the organization (OCBO)

Organizational citizenship behavior toward organizations (OCBO) refers to acts that directly benefit the organization. OCBO, or organizational citizenship behavior, encompasses various actions performed by employees that are not mandatory but contribute to the organization's reputation and functioning. These actions include attending non-obligatory events to enhance the organization's image, suggesting ideas to improve organizational processes, taking proactive measures to prevent potential issues, defending the organization against internal criticism, expressing loyalty towards the company, exhibiting pride while representing the company in public, and staying updated with company developments (Podsakoff et. al., 2000; Williams & Anderson, 1991).

Organizational citizenship behavior toward the organization (OCBO) recommends practices that assist the organization directly. OCBO refers to employees attending functions that are not required but help the organization's image; employees offering ideas to improve the functioning of the organization; employees taking action to protect the organization from potential problems; employees defending the organization when other employees criticize it; employees expressing loyalty to the company; employees showing pride when representing the company in public; and employees keeping up with developments.

The term "organizational citizenship behavior toward the organization" (OCBO) refers to employees' actions that go beyond what is required by the formal incentive system but nonetheless benefit the organization. For various reasons, these actions can significantly impact employees' level of engagement in their work, as OCBO not only boosts job satisfaction in a positive work environment, but also cultivates a sense of belonging and purpose, thereby enhancing engagement. Moreover, assisting coworkers is a common OCBO activity, which has the dual benefit of fostering better relationships with coworkers and an overall more positive work atmosphere. Coworkers who feel connected work harder. Participating in OCBO can offer employees the chance to acquire new skills and confront novel challenges.

This ongoing learning and development can maintain the motivation and engagement of employees. Employees' organizational citizenship behavior (OCBO) towards the organization usually

results in higher degrees of autonomy and discretion in task performance. Enhanced independence can result in elevated levels of job contentment and involvement. Organizations that acknowledge and endorse OCBO foster a culture of mutual exchange. Employees perceive appreciation and endorsement for their additional efforts, leading to increased involvement (Christian et al., 2011; Podsakoff et al., 2000).

While previous research has studied the relationship between CSR perception and work engagement in various contexts, particularly within specific industries like Thailand's garment industry, a number of critical areas remain underexplored. This study has identified the necessary gap for a deeper understanding of the distinction between CSR perception and the impact of employee behavior on organizational performance.

Research design

The current study employed quantitative research methodologies, specifically a cross-sectional survey method, to gather and analyze data, as outlined by Creswell (2009). A cross-sectional design was selected to capture the perceptions and behaviors of current employees. The current study used stratified sampling techniques. The study's methodology is based on secondary published data. The purpose of the questionnaire will be to examine the relationship between employees' CSR perception, which is the independent variable.

The current study examines job engagement as the first mediating variable, organizational citizenship behaviors as the second mediating variable, and task performance as the dependent variable.

This current study chose the quantitative method because it allows for testing hypotheses and measuring variables using statistical techniques.

This method selected is suitable for studying relationships between constructs, including CSR perception, work engagement, and organizational citizenship behavior toward the organization in large samples.

Sample and data collection

The current study used stratified sampling as the selected sampling method to gather data from garment sector employees across six zones in Thailand. The six main regions of Thailand are Northern Thailand, Northeastern Thailand, Central Thailand, Southern Thailand, Western Thailand, and Eastern Thailand. For this current study, the research data was selected from the six zones with the highest population numbers. This study distributed the questionnaires to employees in the garment industry sector. A total of 420 questionnaires were distributed to participants, and 359 of them were successfully collected.

The results showed a high response rate of 85.48%, which was significant due to the large number of samples used to ensure reliability. Furthermore, each construct has a Cronbach's alpha value greater than 0.70, which is considered acceptable. In this current study, the researcher screens the data to ensure the reliability and validity of the measurement instruments through exploratory and confirmatory

factor analysis. Additionally, the researcher measures Cronbach's alpha and composite reliability to accurately reflect the relationship between CSR perception, work engagement, and organizational citizenship within the garment industry in Thailand.

The measuring scales employed in this investigation were derived from established instruments to assess various components. The scales were carefully selected and modified to ensure consistency, definitional relevance, and importance in conveying the intended meaning. The latent variables in this current study were evaluated by measuring participants' level of agreement with a statement using a five-point scale. The Likert scale utilizes a 1-point rating for "Strongly disagree," a 2-point rating for "Disagree," a 3-point rating for "Neither agree nor disagree," a 4-point rating for "Agree," and a 5-point rating for "Strongly agree."

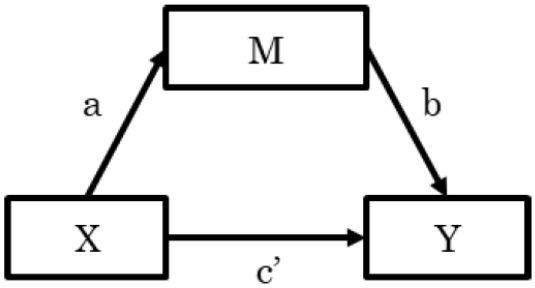


Figure 1 Statistical diagram of multiple mediation model 4 (Preacher & Hayes, 2008)

Data analysis

In order to conduct this study, it was necessary to analyze the data by assessing the mediating effects, specifically the indirect impacts, of CSR perception on work engagement. This was done through mediation, which is organization citizenship behavior toward organization.

The current study conducted the PROCESS macro in SPSS to examine partial mediation. This methodology allows the study of both the direct and indirect impacts of variable x on variable y.

In this study, the researcher utilized a model where X represents CSR perception, Y represents work engagement, and M represents organizational citizenship behavior toward the organization. This study focused on the macromodel 4, which outlines a coherent and causal process including mediators. The statistical significance of the indirect influence is assessed using a significance level of alpha =.05. It is considered significant if the 95% confidence interval does not contain a zero value.

Results

This current study used Preacher and Hayes's (2008) Model 4 to test the mediation predictor about the indirect effect of CSR perception on work engagement.

In the total sample of 359 respondents, 60% were female, 39% were male, and others were at 1%. The average age of the respondents, who were in operational staff positions, was 35 years. The majority of the respondents had been employed for a period of one to five years. The descriptive statistics for each construct are as follows: CSR perception (mean = 4.2, S.D. = 0.45), indicating that most respondents viewed the company's CSR initiative positively; work engagement (mean = 3.8, S.D. = 0.52), indicating moderate levels of employee engagement; and OCBO (mean = 3.9, S.D. = 0.48), indicating a high level of discretionary behavior that contributes positively and beneficially to the companies.

The study's findings evaluated the mediating role of organizational citizenship behavior toward organizations in the relationship between CSR perception and work engagement. The results revealed a significant indirect effect of CSR perception on work engagement (b = 0.348, t = 6.214). Furthermore, the direct effect of CSR perception on work engagement in the presence of the mediator was also found to be significant (b = 0.389, p < 0.000). As a result, the current study found that organizational citizenship behavior toward organizations partially mediated the relationship between CSR perception and work engagement. Table 1 presents a summary of the mediation analysis.

Table 1 Mediation Analysis Summary

Mediation Analysis Summary							
Relationship	**Total Effect**	**Direct Effect**	**Indirect Effect**	**Confidence Interval**		**t-statistics**	**Conclusion**
				Lower Bound	Upper Bound		
CSP-->OCBO-->WE	0.737 0.000	0.389 0.000	0.348	0.249	0.466	6.214	Partial Mediation

From the results, in terms of direct effects of CSR perception on work engagement and organizational citizenship behavior toward the organization, this current study found that CSR perception has a significant direct effect on both work engagement and OCBO because employees recognized the initiative CSR program of the company and are more likely to engage, perceive value, and lead to higher levels of both employee engagement and organizational citizenship behaviors toward the organization.

Furthermore, this current study found a mediating effect of organizational citizenship behavior toward organization among CSR perception and work engagement. This evidence indicated that OCBO work is the bridge between CSR perception and the possibility to demonstrate work engagement.

For indirect effect, employees perceived their company as CSR has the meaningful to engage, dedicated, and absorbed in their jobs. Thus, higher OCBO affect is more likely to lead to higher work engagement, especially. The company's high level of OCBO affects them to behave more, assist colleagues, finish work late to help the company, and seek ways to improve efficiency as the outcome. This study highlights that while CSR perception has a direct impact on work engagement, its full effect partially explains that it's able to foster a higher level of OCBO.

Conclusion

The purpose of this current study is to investigate the impact of CSR perception on employees' work engagement in the garment industry. The study provides managerial insights into employee behaviors and attitudes towards corporate social responsibility (CSR).

This current study demonstrates substantial significance. The results of this study provide entrepreneurs with valuable insights for efficiently managing employees, promoting their involvement in job-related tasks, and ultimately improving work engagement in the garment business.

This current study presents empirical evidence of a strong and positive relationship between employees' view of corporate social responsibility (CSR), their level of engagement in their work, and their willingness to go above and beyond in their organizational citizenship behavior towards the organization.

The results of this study highlight the importance of involving employees in corporate social responsibility (CSR) efforts as a strategy to improve their effectiveness within a company. It emphasizes the importance of cultivating employees' awareness of corporate social responsibility (CSR) within the company's specific circumstances. Organizational leaders can glean useful information from this study about how to increase organizational citizenship behavior toward organization, loyalty, and commitment while simultaneously boosting employees' engagement in their work.

Fostering organizational citizenship behavior toward organizations (OCBO) can be a strategic approach to enhancing work engagement, thereby increasing employee satisfaction and productivity. Several strategies are available to promote OCBO and, as a result, work engagement, such as promoting a positive work culture by acknowledging and rewarding employees for engaging in organizational citizenship behavior, encouraging team collaboration, and providing training and development programs to employees.

The results of this study provide a better understanding of the relationship between CSR perception and work engagement, as OCBO is the mediating variable. The study analyzed the data and found that CSR perception had a significant direct effect on both OCBO and work engagement. This implies that employees who perceive a positive impact from the company's CSR initiative are more likely to feel connected, valued, motivated, and demonstrate higher levels of both OCBO and work engagement simultaneously.

Furthermore, employees perceive a significant relationship between CSR perception and OCBO, as they acknowledge that entrepreneurs exhibit

social responsibility, surpass their formal job responsibilities, and exhibit positive behaviors that contribute to the company's success. For instance, they can assist colleagues with additional tasks, volunteer for extra work, and show a willingness to support the company's goals and mission without expecting rewards. This means that entrepreneurs should invest in CSR activities and not only try to create the company's reputation. Entrepreneurs should foster a culture of mutual support and collaboration.

The association between CSR perception and work engagement is noteworthy, as employees' trust and belief in the company's social responsibility shapes their sense of purpose and aligns with the company's values, thereby igniting their enthusiasm and dedication to their jobs. This relationship explains why CSR activity can foster emotional commitment, resulting in higher employee energy and productivity. Because employee retention is so important, entrepreneurs should emphasize CSR activities that would lead to increased employee satisfaction and a decrease in turnover in the garment industry.

The current study elucidates OCBO's mediating role in the relationship between CSR perception and work engagement, positing that OCBO promotion indirectly influences CSR perception in addition to direct relationships. OCBO serves as a mediator in the relationship between CSR perception and work engagement, as employees perceive the company's CSR initiatives to have an impact on them and are more inclined to encourage such activities. Additionally, workers who participate in OCBO foster stronger relationships and are more engaged in their jobs, as they perceive themselves as active contributors to the company's goal and mission.

For the implication for the company, entrepreneurs should typically provide and find a way to encourage OCBO through CSR initiatives within the company. This includes promoting and informing about the company's CSR activities that affect outcomes. Engaged and connected employees are more likely to exhibit discretionary behaviors that benefit the company. Secondly, entrepreneurs should acknowledge the method of utilizing OCBO to enhance work engagement. Motivated employees will experience an increase in their sense of ownership and engagement in their roles.

Finally, entrepreneurs should understand how to match CSR activities with employee values. CSR activities should align with employee values, as employees perceive and believe that the company's CSR initiatives have a genuine and significant impact, leading to increased employee behavior and job engagement.

Based on the results of this current study, the researcher summarizes how CSR shapes the attitudes and behaviors of employees. Furthermore, CSR initiatives that encourage employees to participate in extracurricular activities are beneficial to the business. This implies that voluntary conduct helps workers become more engaged and connected to their occupations. To enhance both OCBO and employee work engagement, the company should prioritize providing value in conjunction with the CSR perspective, a fundamental aspect of their corporate culture.

Limitations and future research direction

This study specifically concentrates on the garment industry sector, excluding other firm groups from its field of examination. Hence, the data collection process in this specific setting may show variances in the attitudes and behaviors exhibited by the employees serving as respondents.

This study employed a questionnaire as the sole instrument for data collection. In the near future, the researcher plans to conduct an interview using qualitative methods. This strategy intends to provide a thorough understanding of the attitudes and behaviors demonstrated by employees who will serve as respondents in regard to OCB augmentation, in conjunction with CSR perception and employee job engagement.

Future research on the intersection of corporate social responsibility (CSR) perception and work engagement presents a plethora of opportunities to enhance our comprehension of the ways in which CSR initiatives affect employee attitudes and behaviors. Future research could explore more topics such as the impact of CSR on employee motivation, employees' CSR communication, the types of CSR and employee engagement, employee participation in CSR initiatives, the long-term effects of CSR on organizational cultures, the role of leadership in CSR and work engagement, and the relationship between new technologies and CSR engagement. Future studies should also explore strategies for maintaining CSR efforts, monitor shifts in employees' CSR opinions, and examine the evolution of OCBO over time to enhance understanding of its impact on organizational commitment, organizational culture, employee retention, and job satisfaction. Lastly, we should conduct further research on mediating factors like job satisfaction, employee trust, and organizational support, which have the potential to be intriguing mediation variables.

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