How and When Ethics-oriented Human Resource Management Systems Promote Organizational Citizenship Behavior: The Moderated Mediation of Work–Family Balance and Moral Attentiveness

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**SUPPLEMENTARY MATERIALS**

**Appendix A: Description of the Scale Items**

**Ethics-oriented HRM**

1. Attracting and selecting employees who share higher moral/ethical values

2. Hiring employees who exhibit relatively high levels of moral/ethical development

3. Training interventions that focus on moral/ethical values of the organization

4. Presence of ethical leadership development programs/training

5. Creating cognitive conflict to stimulate independent decision making in ethically ambiguous situations

6. Developing performance goals that focus on means as well as on ends i.e. using not only outcome-based but also behavior-based performance evaluations

7. Linking bonuses and pay (rewards) to moral/ethical behaviors based on social performance objectives

8. Promoting awards for good citizenship (moral/ethical behaviors)

9. Sanctions (penalties/punishments) for breaching/going against the organization’s moral/ethical standards

10. Job design encourages employees to take ethical/moral decisions

11. Encouraging employees to provide recommendation/solutions when the organization faces moral/ethical problems

12. Encouraging the reporting of unethical behaviour and supporting whistle-blowing on moral/ethical issues

13. Career growth mechanism (promotions, transfers etc.) is fair, visible to all and linked to the respect of organizational moral/ethical standards

14. Involving employees in the design, application and review of the ethical infrastructure (policies, procedures, conduct) of the organization

15. Encouraging communications with stakeholders about important moral/ethical issues

**Moral Attentiveness** *(perceptual (P) and reflective (R))*

1. In a typical day, I face several moral/ethical dilemmas (P)

2. I often have to choose between doing what’s right and doing something that’s wrong (P)

3. I regularly face decisions that have significant moral/ethical implications/consequences (P)

4. My life has been filled with one moral predicament/problem after another (P)

5. Many of the decisions that I make have moral/ethical dimensions to them (P)

6. I frequently encounter moral/ethical situations (P)

7. I rarely face moral/ethical dilemmas (P)

8. I regularly think about the moral/ethical implications/consequences of my decisions (R)

9. I think about the morality/ethicality of my actions almost every day (R)

10. I often find myself pondering/thinking about moral/ethical issues (R)

11. I often reflect on the moral/ethical aspects of my decisions (R)

12. I like to think about morality/ethics (R)

**Work–family Balance**

1. I am able to negotiate and accomplish what is expected of me at work and in my family

2. I do a good job of meeting the role expectations of critical people in my work and family life

3. People who are close to me would say that I do a good job of balancing work and family

4. I am able to accomplish the expectations that my supervisors and my family have for me

5. My co-workers and members of my family would say that I am meeting their expectations

6. It is clear to me, based on feedback from co-workers and family members, that I am accomplishing both my work and family responsibilities

**Organizational Citizenship Behavior**

1. [Employee name] provides constructive suggestions about how our organization can improve its effectiveness

2. For issues that may have serious consequences, [Employee name] express her/his opinions honestly even when others may disagree

3. [Employee name] “touch-base” (consult) with co-workers before initiating actions that might affect them

4. [Employee name] encourages others to try new and effective ways of doing their job

5. [Employee name] helps others who have large amounts of work

6. [Employee name] willingly shares her/his expertise with co-workers/colleagues

**Appendix B: Comparison of the Models with and without the Removed Items**

The confirmatory factor analysis (CFA) of the moral attentiveness scale indicated that item 7 (“I rarely face moral/ethical dilemmas”) exhibited the lowest factor loading, while all the other items exceeded a loading of 0.7. Therefore, this item was removed from the subsequent analyses. Similarly, the CFA of the work-family balance scale revealed that item 6 (“It is clear to me, based on feedback from co-workers and family members, that I am accomplishing both my work and my family responsibilities”) had the lowest factor loading, with the remaining items surpassing a loading of 0.8, prompting its removal. Table S1 shows the differences in the items’ loading with and without these items.

To assess the potential impact of removing these items, we conducted a chi-square difference test to compare the fit of two CFA models: one with those two items removed (χ2 = 1275.77; df= 617; χ2/df = 2.07; CFI = 0.94; TLI = 0.93; RMSEA = 0.057) and one with all the items included (χ2 = 1352.50; df= 690; χ2/df = 1.96; CFI = 0.94; TLI = 0.93; RMSEA = 0.054). The results indicated that the difference in model fit was not statistically significant (*p* = 0.360). Furthermore, we compared the regression results with and without the respective items. Table 3 in the main manuscript presents the results without the items, while Table S2 shows the results with the items. Although minor changes in interaction effects were observed, the direction and significance of these effects remained consistent. The results of OCB are in fact somewhat different, but the changes are exceptionally small and therefore not reflected in the final numbers presented after retaining decimals. Importantly, the results for all the main variables were unaffected.

**Table S1: Confirmatory Factor Analysis of the Moral Attentiveness Scale**

|  |  |  |
| --- | --- | --- |
| **Moral Attentiveness (Perceptual and Reflective)** | **12 items** | **11 items** |
| 1. In a typical day, I face several moral/ethical dilemmas (P) | 0.87 | 0.87 |
| 2. I often have to choose between doing what’s right and doing something that’s wrong (P) | 0.78 | 0.78 |
| 3. I regularly face decisions that have significant moral/ethical implications/consequences (P) | 0.84 | 0.84 |
| 4. My life has been filled with one moral predicament/problem after another (P) | 0.79 | 0.79 |
| 5. Many of the decisions that I make have moral/ethical dimensions to them (P) | 0.77 | 0.77 |
| 6. I frequently encounter moral/ethical situations (P) | 0.85 | 0.85 |
| 7. *I rarely face moral/ethical dilemmas (P) (item removed)* | 0.17 |  |
| 8. I regularly think about the moral/ethical implications/consequences of my decisions (R) | 0.82 | 0.82 |
| 9. I think about the morality/ethicality of my actions almost every day (R) | 0.86 | 0.86 |
| 10. I often find myself pondering/thinking about moral/ethical issues (R) | 0.82 | 0.82 |
| 11. I often reflect on the moral/ethical aspects of my decisions (R) | 0.83 | 0.83 |
| 12. I like to think about morality/ethics (R) | 0.80 | 0.80 |
| **Work-family Balance**  | **6 items** | **5 items** |
| 1. I am able to negotiate and accomplish what is expected of me at work and in my family | 0.93 | 0.93 |
| 2. I do a good job of meeting the role expectations of critical people in my work and family life | 0.88 | 0.88 |
| 3. People who are close to me would say that I do a good job of balancing work and family | 0.88 | 0.88 |
| 4. I am able to accomplish the expectations that my supervisors and my family have for me | 0.82 | 0.82 |
| 5. My co-workers and members of my family would say that I am meeting their expectations | 0.92 | 0.92 |
| 6. *It is clear to me, based on feedback from co-workers and family members, that I am accomplishing both my work and family responsibilities (item removed)* | -0.01 |  |

**Table S2: Regression Results Using all the Items** (including item 7 from the moral attentiveness scale and item 6 from the work-family balance scale)

|  |  |  |
| --- | --- | --- |
| **Variable** | **Moral attentiveness** | **Employees’ OCBs** |
|  | **Model 1** | **Model 2** | **Model 3** | **Model 4** | **Model 5** | **Model 6** |
| Gender | 0.04 | 0.04 | 0.03 | -0.01 | -0.01 | -0.04 |
|  | (0.05) | (0.04) | (0.01) | (0.05) | (0.05) | (0.05) |
| Age | 0.06 | 0.05 | 0.03 | 0.12\* | 0.11\* | 0.08 |
|  | (0.06) | (0.04) | (0.01) | (0.06) | (0.05) | (0.05) |
| Tenure | -0.07 | 0.03 | 0.01 | 0.02 | 0.06 | 0.05 |
|  | (0.06) | (0.04) | (0.01) | (0.06) | (0.05) | (0.05) |
| Education | 0.05 | 0.02 | -0.01 | 0.02 | 0.01 | -0.01 |
|  | (0.05) | (0.04) | (0.01) | (0.06) | (0.05) | (0.05) |
| Industry | 0.03\*\*\* | 0.10\* | -0.02 | 0.12\* | 0.04 | -0.03 |
|  | (0.05) | (0.04) | (0.01) | (0.06) | (0.06) | (0.05) |
| Firm size | -0.11\* | -0.10\* | -0.03\*\*\* | 0.04 | 0.04 | 0.11\* |
|  | (0.05) | (0.04) | (0.01) | (0.06) | (0.05) | (0.05) |
| Ethics-oriented HRM |  | 0.68\*\*\* | -0.05\*\*\* |  | 0.34\*\*\* | -0.12 |
|  |  | (0.03) | (0.02) |  | (0.054) | (0.07) |
| Work-family balance |  |  | -0.52\*\*\* |  |  |  |
|  |  |  | (0.02) |  |  |  |
| Ethics-oriented HRM\*Work-family balance |  |  | 0.69\*\*\* |  |  |  |
|  |  | (0.02) |  |  |  |
| Moral attentiveness |  |  |  |  |  | 0.67\*\*\* |
|  |  |  |  |  |  | (0.06) |

*Note.* N = 328; Standard errors are in parentheses; \*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001.