

# **Pathways from Corporate Social Responsibility to Employees' Socially Responsible Behaviors Outside of Work – A Conceptual Model**

15.07.2021

Bachelor of Science

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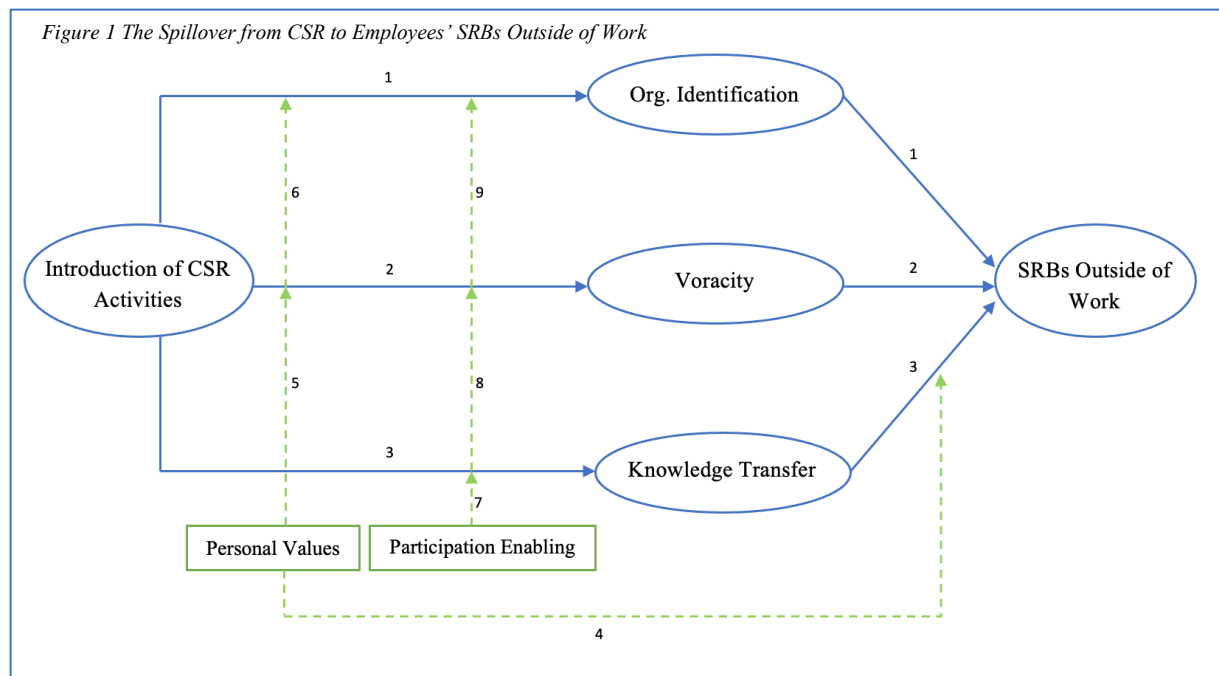
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**Purpose/Motivation:** Due to increasing societal and environmental issues, a growing number of organizations engage in corporate social responsibility in order to create social welfare, mitigate climate change and meet stakeholder demands (Threlfall, King, Shulmann, & Bartels, 2020). Despite extant research showcasing how experiences at work can influence employees' private lives (Ramarajan & Reid, 2013), research exploring whether CSR can influence behaviors outside the work domain is still in its infancy (De Roeck & Maon, 2018). However, some findings indicate that a company's philanthropic initiatives can influence employees to display socially responsible behaviors in private situations (De Roeck & Farooq, 2018). This article sheds light on the underlying pathways that link an introduction of CSR with employees' socially responsible behaviors outside of work.

**Theories/Propositions:** Spillover refers to an effect whereby family or work circumstances like attitudes, skills, behaviors, values or emotions developed in one domain (i.e. work or home) are carried into the other domain (Crouter, 1984). Socially responsible behaviors are defined as a person's pro-social and pro-environmental behaviors, which can, once developed at the workplace, spill over into employees' private lives (De Roeck & Farooq, 2018). In order to explain the underlying mechanisms of this relationship in detail, I used social identity theory (Ashforth & Mael, 1989), feedback theory (Baumeister, Vohs, Nathan DeWall, & Zhang, 2007) as well as the theory of work-family enrichment (Greenhaus & Powell, 2006). I propose three resulting essential mediators linking the introduction of CSR to employees' SRBs outside of work: identification with the firm, a feeling of voracity and transfer of knowledge.

Further, I build on Schwartz' value theory (Schwartz, 1992) to propose self-transcendence values as an individual moderator of the three pathways. Finally, I propose that being enabled to directly participate in the company's philanthropic initiatives is an essential precondition for spillovers to occur.

In total, I developed nine novel propositions that should be tested in future research (see figure below).



**Approach/Methodology:** My work is conceptual. I performed a literature review to develop a theoretically driven conceptual framework that explains the processes through which the introduction of CSR activities influences employees' SRBs outside of work.

**Research Limitations:** While the proposed model provides a comprehensive overview of crucial mediators and moderators, it is by no means exhaustive. Accordingly, future research should aim at uncovering further variables that influence this work-to-home spillover.

**Research Implications:** The article demonstrates the importance of CSR research that extends the scope beyond the workplace and offers fruitful avenues for future investigation, as this field of study is vastly underexplored yet highly relevant.

**Practical Implications:** It is evident that under the proposed circumstances, CSR has the potential to create social welfare and prevent further environmental degradation even beyond the borders of the organization, as it can lead to employees collectively behaving socially responsible in their private lives. Thus, CSR can have a significant positive impact on our society by educating people and fostering their SRBs

**Contribution:** My paper contributes to the micro-CSR literature by extending the scope and exploring the effects of CSR on employees that carry over into other aspects of their lives. It closes an important gap in the current literature and offers nine novel propositions that help to push this field of research further toward the realization of its full potential.

**Paper type:** Conceptual

### Further readings:

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- Threlfall, R., King, A., Shulmann, J., & Bartels, W. (2020). *The Time Has Come: The KPMG Survey of Sustainability Reporting 2020*. 63.