

# RSAEM

RESEARCH SEMINAR IN APPLIED ECONOMICS AND MANAGEMENT

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# HOW DOES CORPORATE SOCIAL RESPONSIBILITY INFLUENCE WORKPLACE OUTCOMES?

Despite the increasing attention to corporate social responsibility (CSR) in the management literature, little is known about the mechanisms and boundary conditions explaining employees' responses to CSR. Integrating social identity and social exchange theories and drawing on data from 102 studies, this meta-analysis examines the distinct roles of employees' social identity and/or social exchange in explaining the impact of overall, internal, and external CSR for proximal (attraction, retention, and motivation) and distal (functional and dysfunctional aspects of performance) workplace outcomes. Our results indicate that both social exchange paths and social identity paths mediate these associations. More important, the influence of overall and external CSR on attraction and performance outcomes seems to be more strongly mediated by social identity than by social exchange mechanisms, whereas the influence of overall and internal CSR on motivation and performance outcomes seems to be more strongly mediated by social exchange. Our results not only integrate and extend current micro-CSR knowledge, but also challenge it by revealing the complexity of the hypothesized causal pathways. We conclude by proffering an agenda for future research.