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Employees' Perceptions of Corporate Social Responsibility and Their Extra-Role Behaviors: A Psychological Mechanism

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Abstract: This study examines the mechanisms through which employees' perceptions of corporate social responsibility (CSR) facilitate their performances of extra-role behaviors (i.e., organizational citizenship behaviors (OCBs) and creative behaviors). Because we intended to explore employees' extra-role behaviors in workplaces, we used the survey method and collected the data from 505 employees working in IT companies in South Korea. To test our hypotheses, we conducted a path analysis and a bootstrapping method using SPSS 27.0 and the PROCESS macro. Our results show that CSR perceptions are positively related to both OCBs and creative behaviors. In addition, compassion and positive psychological capital mediate positive relationships. By demonstrating the mechanism through which employees' CSR perceptions lead to their two forms of extra-role behaviors at work via compassion and positive psychological capital, our results provide a more comprehensive view of their effects at work. Furthermore, in addition to the instrumental benefits of CSR activities, such as their positive effects on corporate performance, our results suggest that engaging in CSR activities is vital for organizations seeking corporate sustainability.

Keywords: extra-role behaviors; creativity; organizational citizenship behavior; corporate social responsibility



Citation: Ko, S.-H.; Choi, Y.; Kim, J.; Kang, H.C. Employees' Perceptions of Corporate Social Responsibility and Their Extra-Role Behaviors: A Psychological Mechanism. *Sustainability* **2023**, *15*, 13394. <https://doi.org/10.3390/su151813394>

Academic Editor: Hyo Sun Jung

Received: 3 August 2023

Revised: 3 September 2023

Accepted: 5 September 2023

Published: 7 September 2023



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1. Introduction

Corporate social responsibility (CSR) has become vital for organizations seeking sustainable organizational management [1,2], as the extent to which organizations genuinely take responsibility for societal good is critical for organizational competitiveness [2]. As organizations actively partake in CSR initiatives, a parallel emerges, in which employees proactively engage in extra-role behaviors, such as organizational citizenship behaviors (OCBs) and creative behaviors, to contribute to their organization's competitiveness. These proactive behaviors, exhibited by organizations and employees, are not distinct or isolated; instead, they are closely interconnected. The interwoven nature of this relationship between CSR activities and extra-role behaviors underscores their intricate interdependence.

This interplay finds support in previous studies that have demonstrated that employees' perceptions of CSR activities can energize their extra-role behaviors [3–7], which are critical for ensuring corporate sustainability [8–10]. Hence, to achieve successful and sustainable organizational management, it is important for organizations to delve into the underlying mechanisms through which CSR perceptions facilitate employees' extra-role behaviors [11].

Regarding the effects of CSR initiatives, past studies showed that such initiatives not only signal positive corporate images [12], but also help employees to feel that they are genuinely valued and respected [13] and to identify the meaningfulness of their work [14]. Accordingly, at the macro level, meta-analyses results showed the positive effects of CSR

activities on the financial and non-financial performances of businesses [15–18]. At the micro-level, the results of recent meta-analyses also demonstrated that the extent to which employees perceive their organization's CSR activities increases their positive work attitudes and behaviors, such as their work engagement, their job satisfaction, and their job performance [19–21].

More specifically, regarding the effect of CSR on employees' extra-role behaviors, past studies provide supporting evidence that CSR perceptions can energize employees' extra-role behaviors. First, CSR perception increases employees' OCBs because employees who have positive perceptions of their organization's CSR activities are more likely to behave like good citizens when they feel proud to be part of the organization [9] and experience more meaningfulness in their work [22]. Second, CSR perceptions help employees engage in creative behaviors by enhancing both their intrinsic motivation [7] and their organizational identification [23]. However, although a few studies have explored the paths through which CSR perceptions affect employees' extra-role behaviors (e.g., [7,9,22,23]), our understanding of the psychological mechanisms through which CSR perceptions energize employees' extra-role behaviors is still at a nascent stage [24].

In this study, we seek to extend the extant literature on CSR by exploring the unique psychological pathways through which CSR perceptions energize employees' extra-role behaviors. First, we examine the relationships between employees' CSR perceptions and their two pivotal forms of extra-role behaviors: OCBs and creative behaviors. Past studies on these relationships have been somewhat fragmented, predominantly focusing on either OCBs or creativity in isolation. Hence, by considering both OCBs and creative behaviors simultaneously, we seek to provide a more comprehensive picture of how CSR perceptions help employees go the extra mile in their workplaces. Specifically, to capture the full gamut of employees' extra-role behaviors, we considered creative behaviors that are intended to benefit the organization as well as OCBs that are directed toward individuals (OCBIs), which benefit other individuals at work.

Second, our inquiry delves into the mediating role of experienced compassion in explicating the links between employees' CSR perceptions and their extra-role behaviors. We explored how CSR activities could help employees experience compassion at work, which, in turn, could replenish the psychological resources that are vital for their performance of extra-role behaviors. In particular, extending the study of Hur et al. [7]—which examined the mediating roles of compassion and intrinsic motivation in the relationship between CSR perceptions and creativity—we take a step further by exploring the mediating roles of psychological capital, which is critical for energizing employees' extra-role behaviors [25–27]. Therefore, our study endeavors to provide an enhanced comprehension of the psychological mechanisms through which CSR perceptions stimulate employees toward engaging in extra-role behaviors.

In practice, our study provides organizations with valuable insights into how to promote employees' extra-role behaviors. Specifically, by proactively engaging in CSR activities, organizations could facilitate positive employee experiences (e.g., experiences of compassion), which, in turn, help them develop their psychological capital and engage in extra-role behaviors that are vital for corporate sustainability.

The next section delves into pertinent prior research and theories, aiming to elucidate our research inquiries. Subsequently, we present our formulated hypotheses, followed by an in-depth exposition of the methods employed and the results. Finally, this paper encapsulates the theoretical and practical implications derived from our findings.

2. Theory and Hypothesis Development

Compassion refers to “an interpersonal process involving the noticing, feeling, sense-making, and acting that alleviates the suffering of another person” [28] (p. 277). Employees who perceive their organization's CSR activities positively are likely to feel proud of maintaining their organizational membership [29]. Organizations secure positive reputations as a result of caring for social good; therefore, according to the social identity theory [30], em-

employees form positive views of such organizations, which, in turn, help them identify with their employers [31]. Since CSR activities include an organization's actions in taking care of its employees [32], employees are likely to experience more compassion at work. Hence, employees who perceive their organizations as social entities that provide compassionate acts [33] by means of CSR activities are likely to have perceptions of being respected and cared for by their organization [7]. Past studies on the relationship between CSR activities and compassion also support our prediction (e.g., [7,34,35]). Thus, we hypothesize the following:

Hypothesis 1. *CSR perceptions are positively related to compassion.*

Experiencing compassion at work could lead employees to develop positive psychological states. Affective event theory [36] postulates that work-related events evoke employees' emotional responses, subsequently influencing their work-related attitudes and behaviors. Miller [37] argued that compassion (i.e., one's responses to the suffering of others, characterized by tangible acts of care involving material, temporal, and cognitive dimensions) can serve as an event within an organization, fostering a shared narrative experience among members. For instance, Lilius et al. [38] showed that experiencing compassion at work induces positive emotions, which, in turn, increase organizational commitment. Similarly, past studies demonstrated that employees experiencing compassion at work are likely to report higher job satisfaction [39], fewer less negative emotions, and less turnover intention [40]. These findings are congruent with those of Davidson [41], who argued that positive affective states lessen employees' negative emotions, such as anxiety, by helping them replenish their psychological resources.

Drawing upon the affective events theory [36] and past findings, we suggest that employees who experience compassion are more likely to have higher levels of positive psychological capital, referred to as "*an individual's positive psychological state of development*" [42] (p. 3). Positive psychological capital captures one's positive psychological resources. Luthans et al. [43–45] suggested that positive psychological capital consists of four positive psychological resources: self-efficacy, optimism, hope, and resilience. Positive emotions induced by experiences of compassion can energize one's self-development and psychological development [46]. Specifically, Ko and Choi [47] showed that experiencing compassion at work could enhance positive psychological capital by helping employees to better handle the challenges at work, due to their perception of receiving social support at work. In other words, experiencing compassion at work is likely to help employees have confidence in accomplishing their tasks (i.e., self-efficacy), in developing positive views of their success (i.e., optimism and hope), and in quickly bouncing back to their true selves when facing challenges at work (i.e., resilience). Supporting this, Miller et al. [48] showed that compassion, with its potential to enhance integrative thinking, could serve as a catalyst in bolstering employees' self-efficacy [48]. Hence, we hypothesize the following:

Hypothesis 2. *Compassion is positively related to positive psychological capital.*

The optimistic effects of positive psychological capital at work are well-established in the literature. For instance, meta-analyses demonstrated that employees who have high positive psychological capital are likely to have high job satisfaction, high organizational commitment, and high job performance [49–51]. By extending the past findings, our study suggests that positive psychological capital is beneficial in energizing employees' extra-role behaviors (i.e., OCBIs and creative behaviors).

First, employees with high positive psychological capital are likely to engage in more creative behaviors. Past studies have suggested that agentic psychological resources (e.g., intrinsic motivation) benefit creative behaviors [52–54]. Supporting this finding, while suggesting positive psychological capital as the agentic motivational process that is vital for creativity, Sweetman et al. [55] demonstrated the positive relationship between positive psychological capital and creative performance. Similarly, past findings provided support

for the positive relationship between positive psychological capital and employees' creativity [56–58], because positive psychological capital enables employees to benefit through their positive perceptions and motivations, which, in turn, increases their willingness to take risks and to articulate their views to enhance organizational effectiveness [42].

Second, employees with high positive psychological capital have positive views of themselves, energizing them to engage in OCBs [27,49]. Thus, positive psychological resources (i.e., psychological capital) are likely to energize them to go the extra mile for the benefit of their coworkers. Past studies, including meta-analyses [49,51], provide support for the positive relationship between psychological capital and OCBs (e.g., [27,59]). Therefore, we hypothesize the following:

Hypothesis 3. *Positive psychological capital is positively related to creative behaviors.*

Hypothesis 4. *Positive psychological capital is positively related to OCBIs.*

Past studies on CSR showed a positive relationship between CSR perceptions and extra-role behaviors (i.e., creative behaviors and OCBs). First, CSR activities are instrumental in creating a caring and supportive climate for generating creative ideas that benefit an organization [60]. In support of this finding, past studies showed that CSR perceptions increase employees' creative efforts [61] and involvement [23] because employees can enhance meaningfulness in their work. Hur et al. [7] and Shah et al. [62] demonstrated more directly the positive relationship between CSR perceptions and creativity. Second, employees who perceive their organization's CSR activities as fair are more likely to reciprocate in a manner befitting the organization. Thus, CSR perceptions facilitate employees' willingness to go the extra mile in contributing to organizational performance [63,64]. Past studies also support the positive link between CSR perceptions and OCBs [22,65–67].

Based on past findings, we suggest that compassion and positive psychological capital serially mediate the relationship between CSR perceptions and extra-role behaviors. Therefore, we suggest that employees' experiences with compassion and increases in their positive psychological capital could explain the psychological mechanisms through which CSR perceptions energize their creative behaviors and OCBIs. More specifically, we argue that employees who perceive their organization's CSR activities positively and as being fair are likely to develop positive attitudes toward the organization's socially responsible acts, resulting from their perception of being genuinely cared for by their organizations. Hence, they are likely to experience compassion at work, which is vital in increasing their psychological resources (i.e., their positive psychological capital). Furthermore, according to social exchange theory [68], which emphasizes the rule of reciprocity, such employees are very likely to use their positive psychological capital to generate creative ideas and engage in behaviors that contribute to organizational effectiveness, because they are willing to reciprocate the positive and fair treatment meted out by their organization [4]. In addition, drawing upon the tenets of social identity theory [30], it can be inferred that when employees perceive that external entities have high esteem for their organization's practices (i.e., its CSR activities), they are inclined to experience heightened pride in their affiliation with the organization. Consequently, this augmented sense of pride is likely to manifest in positive acts of organizational citizenship [69]. Similarly, a positive view of oneself could facilitate an employee's efforts to successfully tackle the problems faced at work [29] by generating creative solutions and going beyond job duties to help others in the organizations. Therefore, we hypothesize the following:

Hypothesis 5. *The positive relationship between CSR and creative behaviors is serially mediated by compassion and positive psychological capital.*

Hypothesis 6. *The positive relationship between CSR and OCBIs is serially mediated by compassion and positive psychological capital.*

Table 1 provides a summary of our study's hypotheses.

Table 1. Summary of study's hypotheses.

Hypothesis	Detail
1	Corporate social responsibility (CSR) perceptions are positively related to compassion.
2	Compassion is positively related to positive psychological capital.
3	Positive psychological capital is positively related to creative behaviors.
4	Positive psychological capital is positively related to organizational citizenship behaviors directed toward individuals (OCBIs).
5	The positive relationship between CSR and creative behaviors is serially mediated by compassion and positive psychological capital.
6	The positive relationship between CSR and OCBIs is serially mediated by compassion and positive psychological capital.

3. Methods

3.1. Study Participants and Procedure

We collected data from full-time employees in the IT industry. We chose this industry because extra-role behaviors, such as creative behaviors, are deemed more important in this industry than in other industries [70,71]. One of our research team members visited companies and delivered presentations on the purpose of this study. Upon receiving a company's agreement, paper-and-pencil surveys were conducted and returned, using enclosed envelopes. Throughout the data collection process, the anonymity of the respondents was assured. Five hundred and forty surveys were distributed, and 515 were returned (response rate = 95.37%). After eliminating the surveys with insincere responses (i.e., the responses with the same numbers and responses with a strong central tendency), 505 surveys were used for testing our hypotheses. Of these 505 surveys, 340 (63.7%) were provided by males. Regarding the age of participants, 94 were in their 30s (18.6%), 236 were in their 40s (46.7%), and 147 were in their 50s (29.1%). In terms of hierarchical positions, 232 of the participants were assistant managers (45.8%), followed by 143 general managers (28.3%), 105 assistants (20.8%), and 25 department heads or higher (5.0%). The majority of the participants were college graduates ($N = 334$; 66.1%). More detailed information about our sample is displayed in Table 2.

Table 2. Sample characteristics.

		Frequency	%
Gender	Male	340	67.3
	Female	165	32.7
Age	30s	94	18.6
	40s	236	46.7
	50s	147	29.1
	Over 60s	28	5.5
	High school graduate	28	5.5
Education	Associate degree	79	15.6
	Bachelor's degree	334	66.1
	Master's degree	9	1.8
	Doctoral degree	55	10.9
	Assistant	105	20.8
Hierarchical position	Assistant manager	232	45.9
	General manager	143	28.3
	Department head	22	4.4
	Deputy general manager or higher	3	0.6

3.2. Measures

3.2.1. CSR Perceptions

Twenty items from Maignan et al. [72] served as measures of CSR perceptions. Specifically, the same items as those used by Ko et al. [73], reflecting the Korean context, were used in this study. The reliability coefficient for CSR perceptions was 0.95.

3.2.2. Compassion

Three items from Lilius et al. [38] served as measures of compassion. Specifically, respondents ranked their responses on a five-point Likert scale (1 = never to 5 = almost all the time) regarding the three dimensions of their compassionate work-related experiences (i.e., on the job, with supervisors, and with coworkers). The reliability coefficient for compassion was 0.85.

3.2.3. Positive Psychological Capital

We used twenty-four items from Luthans et al. [42] to measure positive psychological capital. Cronbach's alpha for positive psychological capital was 0.92.

3.2.4. Creative Behaviors

Seven items from Ettlie and O'Keefe [74] and Basadur et al. [75] were used to measure creative behaviors. Cronbach's alpha for creative behaviors was 0.87.

3.2.5. OCB

We used seven items from Williams and Anderson [76] to measure OCBI. The reliability coefficient for OCBI was 0.84.

Please see Appendix A for the full list of survey items used in this study.

4. Results

4.1. Basic Data Analysis

We conducted a confirmatory factor analysis (CFA), in which we removed items with high correlations and low factor loadings, which resulted in 20 items for CSR perceptions, 3 items for compassion, 21 items for positive psychological capital, 7 items for creative behaviors, and 6 items for OCBI. Specifically, average variance extracted (AVE) values were used to determine the discriminant validity of our study's variables. The AVE values ranged from 0.61 to 0.91, exceeding the traditional criteria of 0.6 [77]. In addition, the fit indices of our model were satisfactory (χ^2 (1493) = 2673.28 ($p < 0.001$); CFI = 0.92; TLI = 0.92; RMSEA = 0.04; RMR = 0.037). For detailed CFA results, please refer to Appendix B.

Table 3 presents the means, standard deviations, and correlations. As expected, CSR perceptions were positively related to compassion ($r = 0.59$, $p < 0.01$), and to two pivotal forms of extra-role behaviors—creative behaviors ($r = 0.55$, $p < 0.01$) and OCBI ($r = 0.47$, $p < 0.01$). In addition, positive psychological capital was positively related to creative behaviors ($r = 0.76$, $p < 0.01$) and OCBI ($r = 0.64$, $p < 0.01$). However, the correlations between CSR perceptions and positive psychological capital ($r = 0.70$, $p < 0.01$) and positive psychological capital and creative behaviors ($r = 0.76$, $p < 0.01$) were relatively high. Thus, we tested the variance inflation factor (VIF) to see if our results could be potentially biased due to multicollinearity issues. Since the VIF values ranged from 1.14 to 2.19, we concluded that multicollinearity issues were not serious problems in our study. Overall, we found correlations between constructs according to the expectations of our hypotheses.

Table 3. Construct means, standard deviations, and correlations.

	Mean	SD	1	2	3	4	5
1. CSR perceptions	3.24	0.68	0.78				
2. Compassion	3.30	0.83	0.59 **	0.88			
3. Positive psychological capital	3.39	0.52	0.70 **	0.56 **	0.95		
4. Creative behaviors	3.35	0.67	0.55 **	0.51 **	0.76 **	0.89	
5. Organizational citizenship behaviors (OCBs)	3.59	0.59	0.47 **	0.44 **	0.64 **	0.53 **	0.81

Note. ** $p < 0.01$; The numbers on the diagonal are the square roots of the AVE.

4.2. Common Method Variance

Since we used self-reported data for testing our hypotheses, we acknowledge that our results might be biased, due to common method variance. Hence, we carried out the latent variable approach [78]. The results are presented in Table 4, comparing fit indices before and after controlling for the latent variables. Prior to controlling for the latent variables, as presented in Table 4, the measurement model fit indices were $\chi^2 (1493) = 2673.28$, $p < 0.001$, CFI = 0.92, TLI = 0.92, IFI = 0.93, RMSEA = 0.04, and RMR = 0.04. After controlling for the latent variables, the model fit indices were $\chi^2 (1436) = 2496.12$, $p < 0.001$, CFI = 0.93, TLI = 0.92, IFI = 0.93, RMSEA = 0.04, and RMR = 0.03. As displayed in Table 4, the χ^2 difference ($df = 57$) was not statistically significant ($p > 0.05$). Thus, we concluded that common method variance was not a serious issue in our model.

Table 4. Common method variance analysis results.

	χ^2	df	p	χ^2/df	RMSEA	CFI	IFI	TLI
Measurement model (M. M.)	2673.28	1493	<0.001	1.79	0.04	0.92	0.93	0.92
Controlled model (C. M.)	2496.12	1436	<0.001	1.74	0.04	0.93	0.93	0.92
Stepwise χ^2 analysis	$\Delta\chi^2$	Δdf			Accepted model			
M.M.—C.M.	177.16	57	>0.05		Measurement model			

4.3. Hypothesis Testing

Using SPSS 27.0, we conducted the path analysis using structural equation modeling (SEM) to test hypotheses 1–4 [79]. SEM was used for several reasons. First, SEM facilitates the control of measurement errors by employing multiple indicators to gauge the common extracted variance, which is then utilized as a latent variable, effectively mitigating the impact of measurement inaccuracies [77]. Second, SEM offers a more streamlined approach for scrutinizing mediation effects. In mediation analyses, a mediator variable is required to fulfill the roles of an independent variable and a dependent variable concurrently. While regression analysis restricts variables to singular roles, SEM accommodates this dual role more effectively. This aspect becomes especially pertinent when the model involves multiple mediator variables, a scenario that introduces complexities in introducing and assessing these variables within regression analysis [80]. The results are summarized in Table 5. As shown in Table 5, CSR perceptions were positively related to compassion ($b = 0.72$, $SE = 0.04$, $CR = 16.34$, $p < 0.001$), which provides support for hypothesis 1. In addition, compassion was positively related to positive psychological capital ($b = 0.35$, $SE = 0.02$, $CR = 15.34$, $p < 0.001$). Thus, hypothesis 2 was supported. Regarding the relationships between positive psychological capital and extra-role behaviors, the links between psychological capital and creative behaviors ($b = 0.99$, $SE = 0.04$, $CR = 26.62$, $p < 0.001$) and psychological capital and OCBs ($b = 0.73$, $SE = 0.04$, $CR = 18.67$, $p < 0.001$) were both positive and statistically meaningful, supporting hypotheses 4 and 5.

Table 5. Path analysis results.

Hypothesis	Path	b	SE	CR	p
Hypothesis 1	CSR perceptions → compassion	0.72	0.04	16.34	<0.001
Hypothesis 2	Compassion → positive psychological capital (PsyCap)	0.35	0.02	15.34	<0.001
Hypothesis 3	PsyCap → creative behaviors	0.99	0.04	26.62	<0.001
Hypothesis 4	PsyCap → OCBI	0.73	0.04	18.67	<0.001

Hypotheses 5 and 6 were tested through a bootstrapping method, using the PROCESS macro [81]. We used bootstrapping to ascertain the significance of the indirect effect, indicated by the 95% confidence interval (95% CI = lower limit of confidence interval, upper limit of confidence interval). Specifically, we utilized the bootstrapping method to validate the dual mediating effects of compassion and positive psychological capital in the relationship between CSR perceptions and extra-role behaviors. The bootstrapping results are presented in Tables 6 and 7. As shown in Table 6, CSR perceptions were positively related to creative behaviors via compassion (indirect effect = 0.07, SE = 0.03, CI = [0.01, 0.12]), as well as positive psychological capital (indirect effect = 0.37, SE = 0.05, CI = [0.28, 0.46]), because the confidence intervals excluded zero. More importantly, compassion and positive psychological capital serially mediated the positive relationship between CSR perceptions and creative behaviors (indirect effect = 0.10, SE = 0.02, CI = [0.06, 0.14]), lending support for hypothesis 5. Similarly, as shown in Table 7, CSR perceptions were positively related to OCBI via compassion (indirect effect = 0.06, SE = 0.03, CI = [0.00, 0.12]), as well as positive psychological capital (indirect effect = 0.28, SE = 0.04, CI = [0.21, 0.36]), because the confidence intervals did not include zero. In addition and more importantly, our results indicate that compassion and positive psychological capital serially mediated the positive relationship between CSR perceptions and OCBI (indirect effect = 0.07, SE = 0.02, CI = [0.04, 0.11]). Hence, hypothesis 6 was also supported.

Table 6. Indirect effects of CSR perceptions on creative behaviors.

	Estimate	CI _{low}	CI _{high}	BootSE
Total indirect effect	0.53	0.43	0.63	0.05
CSR perceptions → compassion → creative behaviors	0.07	0.01	0.12	0.03
CSR perceptions → PsyCap → creative behaviors	0.37	0.28	0.46	0.05
CSR perceptions → compassion → PsyCap → creative behaviors	0.10	0.06	0.14	0.02

Table 7. Indirect effects of CSR perceptions on OCBI.

	Estimate	CI _{low}	CI _{high}	BootSE
Total indirect effect	0.42	0.33	0.51	0.05
CSR perceptions → compassion → OCBI	0.06	0.00	0.12	0.03
CSR perceptions → PsyCap → OCBI	0.28	0.21	0.36	0.04
CSR perceptions → compassion → PsyCap → OCBI	0.07	0.04	0.11	0.02

5. Discussion

5.1. General Discussion

We examined the psychological mechanisms through which CSR perceptions facilitate employees' extra-role behaviors (i.e., creative behaviors and OCBI). Our results showed that employees who perceive their organization's CSR activities are likely to engage in extra-role behaviors. In addition, our study delved into the mediating roles of compassion and positive psychological capital in the relationships between CSR perceptions and employees' extra-role behaviors. Specifically, our findings indicate that employees who perceive their organization as caring for social good are more likely to experience compassion at work,

which, in turn, enhances employees' positive psychological capital, energizing their extra-role behaviors.

5.2. Theoretical and Managerial Implications

Our study contributes to the extant literature in the following ways. First, it demonstrates the positive relationships between employees' CSR perceptions and their extra-role behaviors by simultaneously including both creative behaviors and OCBs as focal outcomes. Past studies on CSR perceptions mostly focused on one form of extra-role behaviors, such as OCBs [9,22,57,58] or creative behaviors [7,23,53]. However, both creative behaviors and OCBs are discretionary behaviors performed by employees. Given that our study focused on OCBs, the target and purpose of such behaviors could differ. Hence, by demonstrating the positive effect of CSR perceptions on two different types of discretionary behaviors at work, our study provides a more comprehensive picture of the effects of CSR perceptions.

Second, extending past studies on the mechanisms through which CSR perceptions affect employees' attitudes and behaviors at work, our findings provide new psychological paths, via compassion and positive psychological capital. Specifically, for creative behaviors, Hur et al. [7] demonstrated the positive relationships between CSR perceptions and creative behaviors through increases in intrinsic motivation. Regarding OCBs, Gao and He [82] showed that ethical leadership mediates the positive relationship between CSR perceptions and OCBs. So far as we know, this study provides the first empirical evidence of the psychological mechanisms of CSR perceptions while concurrently considering the roles of compassion and positive psychological capital.

Third, our findings add a new antecedent to positive psychological capital by empirically demonstrating the positive relationship between compassion and positive psychological capital. Past studies on positive psychological capital showed the roles of leaders (e.g., authentic leadership, ethical leadership, and leader-member exchange) and organizations (e.g., perceived organizational support, organizational justice, and organizational climate) in increasing employees' positive psychological capital [50,51]. Unlike past studies, our findings demonstrate that compassionate experiences at work could also help develop employees' psychological resources (i.e., their positive psychological resources), providing new avenues for future research on positive psychological capital.

Our study provides organizations with the following practical implications. First, our findings show that organizations need to engage in valuable CSR activities to help employees experience compassion at work. Thus, in addition to providing social or organizational support to the employees, the extent to which organizations engage in fair and meaningful social activities (i.e., CSR activities) could be instrumental in helping employees to develop positive, compassionate experiences at work. Specifically, given that employees inevitably experience suffering at work [47], an organization's CSR activities could help them alleviate and even recover from such suffering through experiences of compassion in their workplaces. Second, our study suggests that an organization's CSR activities are conducive to increasing employees' extra-role behaviors, which are vital for corporate sustainability. In particular, by uncovering the new psychological paths through which CSR activities affect employees' extra-role behaviors, our findings indicate the importance of acknowledgement by organizations of the internal value of CSR activities (i.e., helping employees develop their psychological resources to engage in extra-role behaviors) and the external value of CSR activities (i.e., developing and maintaining organizations' reputations in the market). Indeed, to facilitate the development of employees' psychological resources (i.e., their compassionate experiences), it is important for organizations to cultivate their employees' CSR perceptions. In pursuit of this goal, organizations need to align CSR initiatives with their organizational culture and harness their capabilities for meticulous planning, execution, and comprehensive appraisal of these endeavors [83].

5.3. Limitations and Future Research Directions

Notwithstanding the several positive implications of our study, it has limitations. First, our results are based on self-reported data. Although we tested whether our results could be biased, due to common method variance, future research using multi-sourced data could be beneficial. In particular, for creative behaviors and OCBs, future research could include employees' supervisor ratings. In addition, our research design was cross-sectional. In other words, the use of our data in exploring causality in the research model is challenging. Hence, future research could conduct a replication study using longitudinal data to further strengthen our findings. Furthermore, because an employee's compassionate experiences at work and positive psychological capital could vary over time, future studies using a longitudinal research design could facilitate exploring how CSR activities affect such an employee's trajectory of compassionate experiences and positive psychological capital.

Second, the data collected were restricted to employees working in the IT industry. Although our study allowed for controlling external factors that could potentially affect our results, we acknowledge the possibility that our results could be limited to IT employees only. Therefore, to increase the generalizability of our findings, future research could replicate these findings using varying samples. Furthermore, it is essential to highlight that even within the realm of the IT industry, the diversity of participants' job titles has the potential to affect our findings. For instance, the perceived significance of creative behaviors may manifest differently for IT architects, data analysts, and IT customer service personnel, given their distinct roles and responsibilities. Thus, future research could benefit from incorporating participants' job titles (or job characteristics) into the research models, providing more comprehensive views about how employees' CSR perceptions relate to their creative behaviors.

Third, we used creative behaviors and OCBs to capture the two aspects of extra-role behaviors. Specifically, because creative behaviors capture an employee's discretionary behavior to help organizational functions, we measured employees' discretionary behaviors that were targeted toward other individuals at work (i.e., OCBI). Hence, we cannot entirely dismiss the possibility that the psychological mechanisms through which CSR perceptions affect OCBs that are directed toward organizations (OCBOs) could differ. Future research could expand our findings by incorporating both OCBI and OCBO in their research models.

6. Conclusions

In conclusion, our study represents a scholarly contribution by highlighting the intricate nexus between employees' perceptions of CSR and their active engagement in extra-role behaviors. Through a systematic exploration of the underlying psychological mechanisms interlinking CSR perceptions, compassion, positive psychological capital, and extra-role behaviors, our findings advance the scholarly understanding of this nuanced dynamic. It elucidates the pivotal function of CSR activities as a catalyst in facilitating employees' experiences of compassion within workplaces, thereby replenishing their psychological resources (i.e., fostering the development of positive psychological resources). As a consequence, this dynamic amplifies employee engagement in extra-role behaviors. By contributing to both theoretical knowledge and practical insights, this study enriches the dialogue on effective organizational strategies that harness the power of CSR perceptions to cultivate a thriving work environment and enhance corporate sustainability.

Author Contributions: S.-H.K. wrote the first draft of this manuscript, designed the model, and conducted and analyzed the empirical test results. Y.C. was involved in refining the theory part of the article, as well as interpreting the results. J.K. and H.C.K. were involved in developing the first draft of this manuscript and writing about the implications. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: This study was conducted in accordance with the Declaration of Helsinki. Because we assured respondents' anonymity and confidentiality, ethical review and approval were not applicable.

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: Upon request, data for this study are available from the corresponding author.

Conflicts of Interest: The authors declare no conflict of interest.

Appendix A Survey Items

CSR Perceptions (Economic CSR)

1. Our business has a procedure in place to respond to every customer complaint.
2. We continually improve the quality of our products.
3. We use customer satisfaction as an indicator of our business performance.
4. We have been successful at maximizing our profits.
5. Top management establishes long-term strategies for our business.

CSR Perceptions (Legal CSR)

6. Managers are informed about relevant environmental laws.
7. The managers of this organization try to comply with the law.
8. Our company seeks to comply with all laws regulating hiring and employee benefits.
9. We have programs that encourage the diversity of our workforce (in terms of age, gender, or race).
10. Internal policies prevent discrimination in employees' compensation and promotion.

CSR Perceptions (Ethical CSR)

11. Our business has a comprehensive code of conduct.
12. Members of our organization follow professional standards.
13. Top managers monitor the potential negative impacts of our activities on our community.
14. We are recognized as a trustworthy company.
15. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment).

CSR Perceptions (Discretionary CSR)

16. Our business encourages employees to join civic organizations that support our community.
17. Flexible company policies enable employees to better coordinate work and personal life.
18. Our business gives adequate contributions to charities.
19. A program is in place to reduce the amount of energy and materials wasted in our business.
20. We encourage partnerships with local businesses and schools.

Compassion

1. I frequently experience compassion on the job.
2. I frequently experience compassion from my supervisor.
3. I frequently experience compassion for my co-workers.

Positive Psychological Capital

1. I feel confident analyzing a long-term problem to find a solution.
2. I feel confident in representing my work area in meetings with management.
3. I feel confident contributing to discussions about the company's strategy.
4. I feel confident helping to set targets/goals in my work area.

5. I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.
6. I feel confident presenting information to a group of colleagues.
7. If I should find myself in a jam at work, I could think of many ways to get out of it.
8. At the present time, I am energetically pursuing my work goals.
9. There are lots of ways to get around any problem.
10. Right now, I see myself as being pretty successful at work.
11. I can think of many ways to reach my current work goals.
12. At this time, I am meeting the work goals that I have set for myself.
13. When I have a setback at work, I have trouble recovering from it and moving on. (R)
14. I usually manage difficulties one way or another at work.
15. I can be "on my own," so to speak, at work if I have to.
16. I usually take stressful things at work in stride.
17. I can get through difficult times at work because I've experienced difficulty before.
18. I feel I can handle many things at times at this job.
19. When things are uncertain for me at work, I usually expect the best.
20. If something can go wrong for me work-wise, it will. (R)
21. I always look on the bright side of things regarding my job.
22. I'm optimistic about what will happen to me in the future as it pertains to work.
23. In this job, things never work out the way I want them to. (R)
24. I approach this job as if "every cloud has a silver lining."

Creative Behaviors

1. I try to be as creative as I can in my job.
2. I experiment with new approaches in performing my job.
3. When new trends develop, I am usually the first to get on board.
4. My boss feels that I am creative in performing my job.
5. On the job, I am inventive at overcoming barriers.
6. I try to connect seemingly unrelated ideas to work and the company.
7. I often talk about new strategies or ideas at work-related meetings.

Organizational Citizenship Behavior

1. I help others who have been absent.
2. I help others who have heavy work loads.
3. I assist supervisor with his/her work (when not asked).
4. I take time to listen to coworkers' problems and worries.
5. I orient new people even though it is not required.
6. I spend a great deal of time on personal phone conversations.
7. I make innovative suggestions to improve the department.

(R) denotes a reversed item.

Appendix B

Table A1. Confirmatory Factor Analysis Results.

Construct	Items	λ	S.E	C.R.	Cronbach's α	AVE	C.R.
CSR perceptions	CSR1	0.681	-	-	0.950	0.611	0.969
	CSR2	0.669	0.063	15.857			
	CSR3	0.680	0.070	14.375			
	CSR4	0.673	0.071	14.235			
	CSR5	0.648	0.073	13.741			
	CSR6	0.679	0.073	14.358			
	CSR7	0.670	0.069	14.152			
	CSR8	0.695	0.071	14.674			
	CSR9	0.723	0.077	15.237			
	CSR10	0.646	0.074	13.696			
	CSR11	0.747	0.059	17.789			
	CSR12	0.725	0.071	15.373			
	CSR13	0.700	0.073	14.780			
	CSR14	0.697	0.071	14.721			
	CSR15	0.732	0.074	15.402			
	CSR16	0.677	0.079	14.285			
	CSR17	0.714	0.076	15.049			
	CSR18	0.723	0.078	15.255			
	CSR19	0.675	0.075	14.274			
	CSR20	0.722	0.076	15.190			
Compassion	Compassion1	0.843	-	-	0.851	0.776	0.912
	Compassion 2	0.839	0.050	20.724			
	Compassion 3	0.750	0.050	18.305			
Positive psychological capital	Psy1	0.659	-	-	0.921	0.908	0.959
	Psy2	0.560	0.075	11.678			
	Psy3	0.613	0.078	12.666			
	Psy4	0.616	0.075	12.708			
	Psy5	0.658	0.080	13.486			
	Psy6	0.565	0.070	11.761			
	Psy7	0.615	0.081	12.704			
	Psy8	0.645	0.074	13.246			
	Psy9	0.585	0.074	12.219			
	Psy10	0.719	0.077	14.564			
	Psy11	0.692	0.074	14.081			
	Psy12	0.657	0.084	13.469			
	Psy13	0.654	0.074	13.413			
	Psy15	0.684	0.079	13.952			
	Psy16	0.634	0.071	13.123			
	Psy18	0.644	0.073	13.234			
	Psy20	0.659	0.086	13.495			
	Psy21	0.657	0.077	13.460			
	Psy22	0.631	0.079	12.930			
	Psy23	0.637	0.079	13.101			
	Psy24	0.662	0.079	13.595			
Creative behaviors	CB1	0.641	-	-	0.871	0.797	0.887
	CB2	0.695	0.083	13.454			
	CB3	0.613	0.076	12.084			
	CB4	0.755	0.086	14.441			
	CB5	0.706	0.077	13.691			
	CB6	0.757	0.080	14.469			
	CB7	0.755	0.081	14.450			
Organizational citizenship behavior	OCB1	0.531	-	-	0.840	0.656	0.870
	OCB2	0.584	0.096	11.501			
	OCB3	0.602	0.129	9.800			
	OCB4	0.695	0.127	10.893			
	OCB5	0.682	0.127	10.785			
	OCB6	0.729	0.121	11.076			

Note. Psy = positive psychological capital, CBs = creative behaviors, OCBs = organizational citizenship behaviors.

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