Perceived internal CSR and employees' proactive behavior: The mediating role of intentions to start personal projects and the moderating role of perceived external prestige

Aníbal López

Advance CSG, ISEG- Lisbon School of Economics and Management,
Lisbon, Portugal

Sandra Costa

ISCTE – Instituto Universitário de Lisboa
Business Research Unit (BRU-IUL), Lisbon, Portugal

*** Paper accepted at Human Resource Development Quarterly. This article may not exactly replicate the final version that will be published in HRDQ. It is not the copy of record.

Abstract

This study seeks to deepen our understanding of the micro-level processes underlying the relationship between employees' internal corporate social responsibility perceptions (perceived internal CSR) and their proactive behavior. Drawing on the self-regulation and social information processing perspectives, we propose that perceived internal CSR enacts employees' intentions to start personal projects within the organization. We contend that this relationship is contingent upon employees' perceptions of the external prestige of the organization. Additionally, we argue that this interplay influences employees' proactive behavior, specifically innovative and risk-taking actions. Employing a multimethod approach, comprising a multi-source field study involving 640 employee-supervisor dyads and a two-by-two experimental design with 152 respondents, our findings demonstrate a positive association between perceived internal CSR and employees' intentions to start personal projects. This effect is stronger when employees perceive the organization as highly prestigious. As predicted, this interaction positively influences innovative and risk-taking behaviors. This research provides valuable insights into the nuanced dynamics between internal CSR and proactive behavior, offering implications for scholars and practitioners in human resource development.

Keywords*: Perceived internal CSR; perceived external prestige; intentions; innovative work behaviors; risk-taking*

Introduction

The growing recognition that organizations should pursue profits with social responsibility has ignited discussions on the convergence of Human Resource Development (HRD) with Corporate Social Responsibility (CSR) (Alizadeh et al., 2023; Jang & Ardichvili, 2020). Scholars have advocated an active role for HRD in organizational CSR strategy, emphasizing the implementation of a socially responsible HRD function that integrates ethical principles, nurtures human sustainability (Ardichvili, 2012; Kuchinke, 2017), and promotes individuals' development across dimensions such as health, education, and social justice (Kuchinke, 2010; Piwowar-Sulej et al., 2023). A particular subset of these socially responsible practices is those targeting incumbent employees (Rupp & Mallory, 2015; Turker, 2009). These practices, commonly labeled as internal CSR, encompass the organization's discretionary activities, programs, and policies designed to develop employees' skills and improve their well-being (Turker, 2009). Examples of these practices include career opportunities, work-life balance policies, training and development, and inclusion and diversity management programs (Rupp & Mallory, 2015).

Prior research, mostly adopting a social identity and/or social exchange perspective (El Akremi et al., 2018; Gond et al., 2017), has demonstrated the positive implications of employees' CSR perceptions for outcomes such as organizational commitment, organizational identification, job satisfaction, and performance (e.g., Ahmad et al., 2020; de Roeck et al., 2014; Newman et al., 2015; Story & Castanheira, 2019). More recently, and fueled by the need to understand the true effects of employees' CSR perceptions, research has delved into the impact of employees' CSR perceptions on proactive actions (e.g., Hur et al., 2018; Hur et al., 2019; Luu, 2020; Zhao et al., 2023), demonstrating a positive association between perceived CSR and proactive behaviors like creativity (Hur et al., 2018), moral voice (Zhao et al., 2023), intrapreneurial behavior (Luu et al., 2020), prosocial organizational behavior (Hur et al., 2019), and employees' pro-environmental behavior (Islam et al., 2019; Talat et al., 2023). However, scholars from both CSR and HRD fields agree that further research is needed to understand the nuances of this relationship (Gond et al., 2017; Jang & Ardichvili, 2020).

Firstly, prior research has predominantly focused on the effect of employees perceived external CSR (i.e., CSR directed toward external stakeholders like community, customers, environment) or their overall CSR perceptions (i.e., both internal and external CSR simultaneously) on their proactive behavior, leaving the specific influence of perceived internal CSR relatively unexplored (Gond et al., 2017; Mory et al., 2016). This is a limitation, as scholars acknowledge that internal CSR influences employees' organizational behavior through particular mechanisms (Glavas & Radic, 2019; Mory et al., 2016), yet empirical evidence is lacking (Jang & Ardichvili, 2020). This lack of knowledge limits our understanding about the true effects of CSR on employees' organizational behavior (Glavas & Kelley, 2014; Glavas & Radic, 2019; Rupp & Mallory, 2015). Also, from a practitioner's perspective, the lack of knowledge about the psychological mechanisms underlying the particular effects of perceived internal CSR has led HRD practitioners to perceive a narrow contribution of their interventions for the social responsibility strategy of the organization (Fenwick & Bierema, 2008), which explains, at least in part, the lack of integration of socially responsible values in the HRD function of organizations (Alizadeh et al., 2023; Jang & Ardichvili, 2020). Secondly, existing research linking perceived CSR to proactive behavior has broadly drawn on Self-Determination Theory (SDT; Deci & Ryan, 1985). While SDT is a comprehensive and valuable framework to explore this particular process (Hur et al., 2018; Rigby & Ryan, 2018; Zhao et al., 2023), we argue that its current application is too general to provide a fine-grained understanding of the micro-level processes underlying it. As specifically stated by Deci et al. (2017, p.20-21), the SDT is a macro-level theory that encompasses several micro-level theories that provide a fine-grained understanding of human motivation and behavior. Likewise, scholars call for a deeper examination of these micro-level processes, especially for integrative frameworks that explain how various underlying psychological mechanisms explain individuals' reactions to CSR (De Roeck & Maon, 2018;

Gond et al., 2017; p:227), and internal CSR in particular (Glavas & Radic, 2019; Jang & Ardichvili, 2020; Mory et al., 2016).

The purpose of this paper is to expand knowledge on the micro-level processes explaining the relationship between perceived internal CSR and employees' proactive behavior. Prior research has shown that perceived internal CSR is associated with employees' intrinsic motivation (Hur et al., 2018; Hu et al., 2019; Zhao et al., 2023). Yet, this phenomenon encompasses a socio-cognitive mechanism (Deci et al., 2017). From a socio-cognitive perspective (Bandura, 1991), this intrinsic motivation is a form of self-regulation where individuals actively engage with their environment, developing beliefs about having the necessary autonomy and competence to engage in future actions reflecting their personal desires and aspirations (Deci & Ryan, 2000; Deci et al., 2017). This self-regulation process translates into the development of particular cognitive elements, that is, intentions (Bandura, 2006; Janssen, 2004) reflecting individuals' willingness to engage in personal projects from which they anticipate self-meaning, personal satisfaction, and enjoyment within the organizational context (Parker et al., 2010; Rigby & Ryan, 2018). This socio-cognitive perspective aligns with the conceptualization of proactive behavior as agentic, goal-directed, and preceded by a process where individuals actively engage with the environment to envision and plan future proactive tasks (Parker et al., 2010). Therefore, we argue that employees' internal CSR perceptions should be positively associated with their intentions to start personal projects within the organization.

Also, CSR scholars have increasingly acknowledged that the way individuals frame (i.e., make sense of) a company's CSR practices affects their reactions to these (Gond et al., 2017). In the case of the intentions to develop personal projects within an organization, this gains particular relevance because it involves associating the employee's identity with that of the organization itself (Chouchane et al., 2023). Therefore, employees assess the quality of the organization and its practices to determine the appropriateness of specific behaviors (Cialdini & Goldstein, 2004). This framing process should influence the self-regulation process (Zhao et al., 2023) and the strength of the enacted intentions (Gaudêncio et al., 2021). According to the Social Information Processing perspective (SIP; Salancik & Pfeffer, 1978), individuals determine the quality of their organizational context and practices through the organization's social standing and reputation, i.e., perceived external prestige (PEP; Smidts et al., 2001). Because individuals seek to associate with positively perceived organizations and distance themselves from those seen as less prestigious (Carmeli et al., 2007), we argue that employees who perceive their organization as highly prestigious, comparatively to those who perceive less PEP, are more likely to frame the internal CSR of the company with distinctiveness (Lythreatis et al., 2019) and feel a stronger desire to attach their identity to it (Carmeli et al., 2007; Lee et al., 2022). Therefore, intentions to develop personal projects within the organization should be higher when PEP is high compared to when it is low.

Finally, as these intentions indicate employees' willingness to engage in future tasks (Ajzen, 1991; Bandura, 2006), we expect this interaction effect to have behavioral consequences. In this paper, we explore the effects of this interaction on two types of proactive behaviors: taking calculated risks (i.e., risk-taking) and experimenting with novel ideas to produce better goods and services for the organization (i.e., innovative work behaviors). Figure 1 depicts our conceptual model.

This two-study paper, comprising a multisource study with 640 employee-supervisor dyads and an experiment with 152 respondents, makes significant contributions. Firstly, we expand knowledge on the micro-level mechanisms underlying the employees' reactions to internal CSR perceptions by theorizing and testing a model articulating the self-regulation theory with social information processing theory. Specifically, our study provides a fine-grained view of the application of the SDT to explain the link between perceived internal

CSR and proactive behavior by elucidating self-regulatory mechanisms (i.e., intentions to start personal projects). In doing so, we respond to researchers' call for a more nuanced understanding of the micro-level processes explaining employees' reactions to internal CSR (Du et al., 2023; Gond et al., 2017). Secondly, we introduce a contextual boundary condition (i.e., PEP) in explaining how internal CSR affects employees' proactive behavior. Previous research has predominantly focused on individual factors in shaping this process (Glavas & Radic, 2019; Zhao et al., 2023). By highlighting the role of PEP, our study demonstrates that the effect of perceived internal CSR is affected by individuals' social information processing, which expands knowledge about how various psychological processes interact to predict employees' reactions to CSR (De Roeck & Maon, 2018; Gond et al., 2017). Finally, our study lays the groundwork for valuable managerial recommendations. Gaining insight into the psychological mechanisms that explain how and when internal CSR affects proactive actions - that form the basis of the organization's overall competitive advantage and strategic renewal (Luu, 2020; Parker et al., 2010) - can empower HRD professionals to recognize the strategic value embedded in socially responsible practices, and encourage them to integrate these practices into their development strategies, aligning organizational goals with a commitment to social responsibility (Fenwick & Bierema, 2008; Papacharalambous & Papadimitriou, 2021; Vlachos et al., 2017).

---- Figure 1 about here ----

Literature review and hypotheses development

Internal CSR and proactive behavior: A self-regulation perspective

A growing body of research highlights a positive association between perceived CSR and employees’ proactive behavior (Giang & Dung, 2022; Hur et al., 2018; Hur et al., 2019; Luu, 2020; Zhao et al., 2023). Much of this literature relies on SDT (Deci & Ryan, 1985), suggesting that because CSR practices fulfill individuals’ basic psychological needs for autonomy, relatedness, and competence, employees should feel intrinsically motivated to take initiative and behave proactively. Previous studies empirically support this assumption, demonstrating a positive association between employees' CSR perceptions and basic need fulfillment (Hu et al., 2019; Marescaux et al., 2012) as well as the experience of intrinsic motivation (Hur et al., 2018; Hur et al., 2019; Zhao et al., 2023).

However, as noted by Deci and colleagues (2017), SDT comprises micro-level processes that offer a more nuanced perspective on how employees make sense of their context and consequently react to it. As proposed by the SDT, intrinsic motivation is a form of self-regulation (Deci & Ryan, 2000; Deci et al., 2017; Pelletier et al., 2011), wherein individuals actively engage with their environment to monitor, adjust, and regulate their behavior, according to their constructed personal beliefs about what they can do and anticipating the likely consequences of prospective actions (Bandura, 2006). This self-regulation results in the development of cognitive mechanisms that reflect individuals' willingness to engage in these future actions, i.e., intentions (Janssen, 2004; Ng & Lucianetti, 2016). From a self-regulation perspective (Bandura, 1991), favorable internal CSR perceptions should make employees believe they have the necessary autonomy and competence to engage in actions that stem from their internal desires, preferences, and interests (Deci et al., 2017; Parker et al., 2010; Pelletier et al., 2001) and from which they anticipate great self-meaning and satisfaction (Deci & Ryan, 2000; Deci et al., 2017). Consequently, employees should be more likely to form intentions to engage in personally relevant projects within the organization (Janssen, 2004; Ng & Lucianetti, 2016; Parker et al., 2010).

Existing research supports this notion, by showing that internal CSR enables employees to exercise and develop new skills (Caligiuri et al., 2013; Luu, 2020) and nurture their self-efficacy (Papacharalampous & Papadimitriou, 2021). This enhances employees' sense of mastery and competence (Papacharalampous & Papadimitriou, 2021; Supanti & Butcher, 2019), making them anticipate the implementation of their projects more feasible (Bandura, 1991; Parker et al., 2006). Internal CSR also promotes employees' identification with the organization and the tasks they perform (Golob & Podnar, 2021; Lee et al., 2022), making them feel their jobs more meaningful (Aggarwal & Singh, 2023), aligned with their values (Aguilera et al., 2007) and a great source of satisfaction (De Roeck et al., 2014; Story & Castanheira, 2019). Also, internal CSR are voluntary actions from the organization that signal to employees that the company is invested in their self- development and well-being (Story & Castanheira, 2019). Therefore, employees perceive being in a supportive and trusting environment (Gond et al., 2017), granting them the autonomy to make independent choices about how they perform their jobs and increasing their sense of ownership over their actions (Hu et al., 2019; Marescaux et al., 2012; Ryan et al., 2022). This signals to individuals that their actions can influence task outcomes (Parker et al., 2010; Ryan et al., 2022), which is a compelling reason to drive individuals to pursue and persist in challenging activities that will bring personal satisfaction and intrinsic rewards (Deci & Ryan, 2000; Parker et al., 2010). Such future outcomes are highly valued by individuals and incentivize them to strive for their achievement (Deci et al., 2017).

Considering the above arguments, we hypothesized that:

H1: Perceived internal CSR is positively associated with employees' intentions to start personal projects inside the organization.

The moderating role of perceived external prestige

Recent developments on individuals' reactions to CSR have highlighted that the way individuals frame organizations' CSR practices shapes individuals' reactions to these (Glavas & Godwin, 2013). Gond and colleagues (2017) emphasize that individuals mobilize interpretative cognitive-affective processes to categorize and evaluate the quality of a company’s CSR practices. For instance, De Roeck and colleagues (2016) found that the positive association between employees’ external CSR perceptions and organizational identification was stronger when external CSR practices were perceived as altruistic. This framing process also the self-regulation underlying individuals’ reactions to perceived CSR. For instance, Zhao et al. (2023) demonstrated that the positive association between socially responsible human resource practices and intrinsic motivation was significantly higher for employees with a high person-organization fit. In a similar vein, other studies have demonstrated that individuals’ values shape their reactions to socially responsible contexts (e.g., Afsar & Shahjehan, 2018; Halbusi et al., 2021).

While prior research has mainly drawn on individual factors to explore this framing process, this paper aims to explore this using a different perspective. To elaborate, given that personal projects require individuals to attach their image to the organization (Chouchane et al., 2023), a careful evaluation of the organization's quality becomes crucial in determining the appropriateness of intended future behaviors (Cialdini & Goldstein, 2004). Individuals rely on their organization's social standing, extracting contextual cues to determine their level of attachment and association with the company (Cialdini & Goldstein, 2004). Drawing from SIP theory (Salancik & Pfeffer, 1978), individuals evaluate their organizational context and practices through the organization's social standing and reputation, known as perceived external prestige (PEP; Smidts et al., 2000). PEP reflects employees' perceptions of how outsiders judge the status and image of their organization and is shaped by external information sources like word of mouth, publicity, and internal communication about external perceptions (Kim et al., 2010). PEP provides critical information cues, influencing employees' evaluations of organizational context and practices (Brammer et al., 2015). As shown by Herrbach et al. (2004), PEP acts as a cognitive-affective bias, impacting employees' attitudes and behaviors toward the organization. Given the desire for distinction

(Blader & Yu, 2017), individuals are drawn to organizations seen as highly prestigious and distance themselves from less prestigious ones (Carmeli et al., 2007; Mignonac et al., 2006). Previous studies indicate positive associations between PEP and organizational identification (e.g., Smidts et al., 2001) and negative associations with turnover intentions (e.g., Herrbach et al., 2004). Hence, PEP influences the degree individuals wish to associate with the organization and shapes their intention to undertake actions strengthening this connection (Herrbach et al., 2004). For instance, Gaudêncio et al. (2021) demonstrated that PEP moderates the negative relationship between perceived internal CSR and employees' turnover intentions, with a stronger effect when PEP is low.

When employees see their organizations as very prestigious (i.e., high PEP), they tend to view their CSR practices positively, feel unique, and take pride in the organization (Lythreatis et al., 2019). In such cases, a strong desire to belong to the organization should boost employees' intentions to initiate personal projects that will foster their connection to the company. Conversely, when employees perceive a less positive external image (low PEP), they are more likely to evaluate internal CSR practices unfavorably and feel less inclined to be associated with the organization (Carmeli et al., 2007; Mignonac et al., 2006). Moreover, diminished pride in the organization's actions makes employees less committed and satisfied, potentially leading to an increased likelihood of leaving the firm (Herrbach et al., 2004). Consequently, intentions to initiate personal projects within the organization become less likely. Therefore, we argue:

H2: PEP moderates the positive relationship between perceived internal CSR and employees' intentions to start personal projects, such that this relationship will be stronger when PEP is high than when it is low.

Implications for proactive behavior: Innovative work behavior and risk-taking

As highlighted earlier, intentions convey individuals' willingness to engage in subsequent actions, because they capture "how hard people are willing to try, how much of an effort they are planning to exert in order to perform the behavior" (Ajzen, 1991, p. 181). Consequently, we propose that intentions to start personal projects should mediate the effect of the interaction between perceived internal CSR and PEP on proactive behavior. Given individuals' inherent desire for growth and self-development (Deci et al., 2017), these proactive actions should present sufficient challenges to maintain an optimal level of stimulation and self-determination within the organization (Parker & Collins, 2010). The model of proactive action (Parker et al., 2010) further outlines that these intentions should be directed towards self-initiated innovative tasks that enhance organization-wide practices, such as identifying opportunities, generating novel ideas or approaches, and implementing innovations to improve strategic positioning in external markets (Parker & Collins, 2010; Scott & Bruce, 1994). Prior research supports this notion by establishing a positive association between internal CSR practices and employee creativity (Hur et al., 2018), strategic renewal behavior, and new business venturing behavior (Giang & Dung, 2022; Luu, 2020).

This paper specifically focuses on two types of proactive behavior: innovative work behavior (IWB) and risk-taking. IWB entails the purposeful creation, introduction, and application of new ideas within a work role, group, or organization, to benefit role performance, the group, or the organization (Janssen, 2000; p. 288). On the other hand, risk-taking signifies a willingness to embrace uncertainty, tolerate mistakes, explore new ideas, advocate original or unpopular positions, and address challenging problems without obvious solutions (Neves & Eisenberger, 2014). These two behaviors were chosen because they are self-initiated, change-oriented, and future-focused (Parker et al., 2010). Both IWB and risk-taking are preceded by an autonomous self-regulatory process in which individuals enact intentions (Amabile et al., 1996; Janssen, 2004; Ng & Lucianetti, 2016). Previous research has demonstrated that individuals with autonomous intentions driven by personal interest and the challenge of solving problems tend to seek innovative ideas and engage in risk-taking behavior (Amabile et al., 1996; Gagné & Deci, 2005). We anticipate that when PEP is high, perceived internal CSR will stimulate higher intentions to start personal projects, thereby positively influencing employees' IWB and risk-taking. In contrast, when PEP is low, the positive relationship between internal CSR perceptions and intentions is less likely to predict IWB and risk-taking. Based on the presented arguments, we hypothesized:

H3: Intentions to start personal projects mediate the effect between perceptions of internal CSR and PEP interaction on IWB (H3a) and risk-taking (H3b), and this relationship will be stronger when PEP is high than when it is low.

Overview of the current research

We conducted two studies to test our hypotheses. In study 1, a field study using 640 employee-supervisor dyads, our goal was to address the external validity of our model. In study 2, using an experimental design, we aimed to properly determine the causal relationships among the variables in our hypothesized interaction effect (i.e., internal CSR and PEP on intentions to start personal projects) and minimize concerns of internal validity (Podsakoff & Podsakoff, 2019). The mixed designs in studies 1 and 2 provide complementary evidence for our theoretical model by addressing internal and external validity.

Study 1

Sample and procedures

We invited several organizations in Portugal from different sectors to participate in our study. Once we got a positive response, we explained the objectives to the human resource department. We only collected data if the organization allowed us to collect both employee and supervisor surveys and if both employee and supervisor were willing to participate. Two sets of questionnaires were used in the study: one for employees and another for their immediate supervisors. Items in both surveys were randomized. Each questionnaire was coded in advance with a researcher-assigned identification number to match employees' responses with their immediate supervisors' evaluations. We administered both surveys in person to guarantee confidentiality. We delivered 1122 surveys, and we got back 811 (response rate = 72.28%). We then checked for missing values (or respondents who exerted low efforts in filling the survey), and we deleted those who failed to answer more than 5 items in the sections where our focal constructs were measured. We removed 27 cases, which corresponds to 3.33% of all cases. From 784 remaining surveys, we examined the attention checks. We had three attention checks: two in the participant survey and one in the supervisor survey. Our final sample was 640 usable employee-supervisor dyads (response rate of 57.04%) from 29 organizations. Regarding the sectors: 23% were from education, 23.70% from healthcare, 19.9% from finance and banking, 14.9% from industry, and 17.2% from customer service. The majority of employees were female (54.2%), and their average age was 40.45 years (*SD*=9.75). Regarding their complete educational level, 31.2% had completed high school and 49% had a completed college degree or higher (i.e., Masters). Participants' organizational tenure average was 12.31 years (*SD*= 9.63), and the average tenure with their current supervisor was 4.80 years (*SD*=4.50). For supervisors, their average age was 44.09 (*SD*=8.76), and the majority were male (57.9%). Regarding their complete educational level, 54.5% had a completed college degree. The supervisor's tenure with the organization was 16.33 years (*SD*=9.12).

Measures

The employees assessed perceived internal CSR, intentions to start personal projects, and PEP. The direct supervisor of each employee rated the proactive behavior (i.e., innovative work behaviors and risk-taking). Participants rated their agreement with each statement using a 5-point Likert scale (1 – strongly disagree to 5 – strongly agree).

Control Variables. Following the recommendations from Becker et al. (2016), we controlled for gender as previous literature and empirical evidence have suggested that women have different attitudes, beliefs, and approaches leading to entrepreneurial intentions compared to their male counterparts (Ahl, 2006; Bird & Brush, 2002). It has also been argued that gender is an important control because supervisors may expect men and women to engage in different types of proactive behaviors and make different attributions for these proactive behaviors (Kidder & Parks, 2001). Moreover, gender is correlated with our outcome variables.

Perceived internal CSR. To measure perceived internal CSR, we used the five items developed by Turker (2009). A sample item is: "Our company policies encourage the employees to develop their skills and careers". Cronbach alpha was .84.

Perceived External Prestige. To assess PEP, we used the three items of Hekman et al. (2009). A sample item is: "When talking with family and friends about my organization, they often display a positive attitude towards it". Cronbach alpha was .77.

Intentions to start personal projects. To measure intentions, we adapted the six items of the Entrepreneurial Intentions Questionnaire developed by Liñan and Chen (2009). The original items refer to intentions to become an entrepreneur and/or to create a new venture. We adapted each item to reflect the intentions to implement personal projects inside the organization they were working at the time of the study. Sample item: "I have the firm intention to start my own project within my organization". Cronbach alpha was .86.

Proactive Behavior. We measured two dimensions separately: innovative work behaviors and risk-taking. We used the six items of Janssen (2001) to capture the three facets of innovative work behaviors (i.e., idea generation, idea promotion, and idea realization). A sample item of each dimension is: "This employee searches for new working methods, techniques, or instruments" (idea generation); "This employee mobilizes support for innovative ideas" (idea promotion); "This employee introduces innovative ideas into the work environment in a systematic way" (idea realization). Aligned with previous studies, we considered this construct as unidimensional[1] (Janssen, 2003, 2004; Scott & Bruce, 1994). To assess risk-taking behaviors, we used the five items developed by Neves and Eisenberger (2014). A sample item is: "This employee takes calculated risks to improve his/her performance, even when these might not be successful". Cronbach alpha for risk-taking and innovative work behaviors was .86 and .79, respectively.

Study 1 Results

Descriptive Statistics and Correlations

Means, standard deviations, variable intercorrelations, and scale reliabilities (α) are shown in Table 1.

---- Insert table 1 about here ----

Measurement Model

We conducted confirmatory factorial analyses with MPlus version 7 software to assess the distinctiveness of the constructs and model fit. We first tested the hypothesized five-factor model in which all constructs load onto separate factors: perceived CSR, PEP, intentions to start new projects, innovative work behavior,

[1] Exploratory factorial analysis and correlations between dimensions can be found in Appendix A.

and risk-taking. Using the cutoff values (i.e., SRMR ≤ .08, RMSEA ≤ .06, and CFI ≥ .96) proposed by Hu and Bentler (1998, 1999), the model fit was acceptable (χ^2 (264) = 595.74, df= 264; CFI = .97, TLI = .96, RMSEA= .04, SRMR = .06) and better than the alternative models (Table 2). We also examine the presence of common method variance by adding a method factor to our measurement model. The fit of the model improved as expected ($\chi 2$ (240) = 472.67, CFI= .98, TLI= .97, RMSEA= .04, SRMR= .03). We then calculated its magnitude of method variance by using confirmatory factor analysis estimates factor loadings. The square of the method factor loading indicates the amount of variance due to the method factor. The method factor explained 23.7% of the total variance, which is below the established threshold (25%; Williams, Cote & Buckley, 1989).

We calculated the composite reliability and average variance extracted. In addition, we applied the Fornell-Larcker criterion (Fornell & Larcker, 1981) to examine if the $\sqrt{AVE}$ by a construct was higher than the correlation between the construct and any other construct. Table 3 depicts the results.

---- Insert tables 2 and 3 here ----

Preliminary Analyses

Given that our participants were nested within organizations, we examined the nested structure of our data. We computed intraclass correlations (ICCs) to examine this possibility. ICC1 captures the amount of variance that resides between organizations and ICC2 reflects the stability of means for each variable and it is analogous to an internal consistency measure. The results are as follows: CSR - ICC1 = .28, ICC2 = .89; Prestige - ICC1 = .31, ICC2 = .90; Intentions - ICC1 = .05, ICC2 = .54; IWB - ICC1 = .18, ICC2 = .83; Risk-taking - ICC1 = .22, ICC2 = .86. The ICC values range is similar to what is commonly found in applied research and suggest moderated group-level variance (Bliese, 2000), except for the mediator (i.e., intentions to start personal projects). We further calculated interrater agreement (Rwgj) for the predictor and moderator[2]. For CSR the mean value was .69 (with 12 out of 29 organizations showing lower agreement: *Rwgj* <.70), and for prestige the mean value was .81 (with 5 out of 29 organizations showing lower agreement). It is also worth noting that our sample size at level two (organizations) is not large enough to ensure unbiased estimates (Maas & Hox, 2005).

Based on these results, we concluded that empirically (given the ICC and Rwgj) it is important to take into account the nested structure of data, despite the theory and previous studies conceptualized and measured both CSR (Aggarwal & Singh, 2023; Hur et al., 2018; Zhao et al., 2023) and PEP (Boğan, & Dedeoğlu, 2020; Vittal et al., 2023) at individual level. Moreover, our theoretical framework provides a rationale to examine our model at the individual level. Self-regulation determines that individuals monitor and regulate their behavior, and this derives from mental frameworks (anchored in their personality) they lean on to make sense of themselves, their context, and their ability to influence it (Burnette et al., 2020; Hoyle & Gallagher, 2015; Lyons & Bandura, 2018). As such, we tested all our hypotheses in a two-level path model which included all measured variables at level 1 (within, individuals) and the aggregated CSR, PEP, and their interaction at level 2 (between, organizations). We followed the recommendations put forth by Bauer and Curran´s (2005) recommendation: grand mean centering for variables at level 2, and group mean centering the predictors at level 1 to improve computation and interpretation of main effects.

Hypotheses Testing

Hypothesis 1 (H1) predicted that perceived internal CSR is positively related to employees' intentions to start personal projects. We found that internal CSR was positively

[2] Detailed information about Rwgj is available in the Appendix B.

and significantly associated with intentions to start personal projects (B = .18; 95%CI= [.072; .285]), thus supporting H1. In hypothesis 2 (H2), we proposed that PEP moderates the relationship between perceived internal CSR and intentions to start personal projects, such that this relationship should be stronger when PEP is high than when it is low. We found a significant interaction effect (B=.16; 95% CI= [.046; .281].

---- Insert figure 2 ----

We depicted the moderation effect using Finsaas and Goldstein's (2021) 3-D plot app. The plot shows an association between CSR and intentions to start personal projects where PEP is the moderator. When External Prestige is >= -.74 (Johnson Neyman bound) and <= 1.01 (maximum), the relationship between Internal CSR and intentions to start personal projects is significantly positive (slope estimate range: 0.14 to 0.36). This region of significance includes 85.81% of the sample. Figure 3 reveals that the strength of the slope is more substantial at the higher end of the PEP continuum; dark gray = region of significance; light gray = region of non-significance), thus supporting H2. Finally, in hypotheses 3a and 3b, we expected that intentions to start personal projects mediate the interaction effect of perceived internal CSR perceptions and PEP on innovative work behaviors (H3a) and risk-taking (H3b). The innovative behavior model presented a good fit ($\chi 2$ (16) = 71.30, CFI= 1.00, RMSEA= .01, SRMR= .01). The fit of the risk-taking model is acceptable ($\chi 2$ (16) = 77.96, CFI= .88, RMSEA= .06, SRMR= .02). The confidence intervals for both H3a and H3b do not contain zero. As such, both hypotheses are supported (H3a: B=.03; 95% CI= [.006; .056]; H3b: B=.02; 95% CI= [.000; .044]).

---- Insert figure 3a and 3b ----

Study 2

The goal of study 2 is to provide further evidence about the relationship of our interaction effect (i.e., perceived internal CSR and PEP) with intentions to start personal projects. We used a 2x2 experimental vignette methodology (Aguinis & Bradley, 2014), in which participants responded to a hypothetical scenario to probe whether priming different consistency situations (i.e., High internal CSR x High PEP; High internal CSR x Low PEP; Low internal CSR x High PEP; Low internal CSR x Low PEP) produce significant differences in intentions to start personal projects. Such vignette studies have been shown to elicit responses comparable to actual lab designs (Robinson & Clore, 2001), and are particularly useful to understand individuals' development of intentions (Aguinis & Bradley, 2014). We used a sample of business students for our experiment. While the appropriateness of using student samples has been debated in the literature due to concerns that they "may not provide evidence that can be generalizable to a larger population" (Aguinis & Bradley, 2014; p. 363), the primary focus of Study 2 is to enhance the internal validity of the interaction observed in Study 1. This approach helps overcome the endogeneity problems typically associated with field studies (Sande & Ghosh, 2018). Additionally, it is acknowledged that a student sample might not be representative of the general population, particularly for tasks that are unfamiliar to them (Podsakoff & Podsakoff, 2019). To address potential bias, we opted for a sample of business students to increase familiarity with the scenario in our experiment (Gordon et al., 1986)

Sample and procedures

The participants were 152 students from a business school in Portugal; they received course credit for their participation. Two participants did not disclose their gender, 97 were female (63.8%). The age average was 22.30 years (*SD*= 1.93) and 71% had previous work experience. Participants were randomly assigned to one of four conditions in a 2 (internal CSR practices: high vs low) by 2 (PEP: high vs low) design. We used a vignette that asked participants to imagine the situation as vividly as possible. We asked them to imagine that they were working in the marketing department of a small-medium company and had been working there for five years. Then, we manipulated PEP. Those in the high PEP condition saw the following information describing the external prestige of their organization: "Company X has a good reputation in the community, and it has been considered one of the best places to work in Portugal. For you, it is highly prestigious to be seen as an employee of Company X. Overall, people have great consideration for Company X.". Participants in the low PEP condition saw the following text: "Company X has a poor reputation in the community, and it has never been considered one of the best places to work in Portugal. For you, it is not very prestigious to be seen as an employee of Company X. Overall, people have little consideration for Company X".

After this, we manipulated perceived internal CSR[3]. In the highly perceived internal CSR condition, participants read the following: "However, not everyone knows how Company X treats its employees. During all this time you have been working there, Company X always made fair decisions regarding its employees. Also, Company X policies encourage the individual and professional development of the employees, like supporting those who want to continue or resume their studies.". In the low perceived internal CSR condition, participants read the following: "However, not everyone knows how Company X treats its employees. During all this time you have been working there, Company X rarely made fair decisions regarding its employees. Also, Company X policies do not encourage the individual and professional development of the employees, like supporting those who want to continue or resume their studies.".

After reading their randomly assigned scenario, participants responded to items that assessed the dependent variable (i.e., intentions to start new projects) and the manipulation check questions.

[3] Although the manipulation of perceived internal CSR was presented in the scenario after the manipulation of PEP, this should not affect the results because we are only manipulating two variables, and prior research has demonstrated that, in these situations, the primacy effect is not a concern (Auspurg & Jackle, 2017).

Measures

All the items were measured on a five-point Likert scale (1= strongly disagree; 5= strongly agree).

Intentions to start personal projects. We use the same six items used in Study 1. Participants were instructed to rate each of the six items considering what they felt from the scenario. Sample item: "I have the firm intention to start my own project inside Company X". Cronbach alpha was .88.

Manipulation checks. To check whether our manipulations worked, participants rated the three items developed by Turker (2009) to assess perceived internal CSR. A sample item is: “The management of Company X is primarily concerned with employees’ needs and wants”. Cronbach alpha was .89. To assess PEP, participants rated the three items of Hekman et al’s (2009) measure. A sample item is: “Company X has a good reputation”. Cronbach alpha was .91.

Results of Study 2

Manipulation checks. Participants rated perceptions of the internal CSR practices significantly higher in the high CSR condition (M= 3.80, $SD = .59$) than in the low condition (M=1.62, SD=.77, F (1,150) = 382.91, $p< .00$). Likewise, participants rated their perceptions of PEP significantly higher in the high PEP condition (M=4.31, $SD = .65$) than in the low condition (M=1.64, SD=.76, F (1, 150) = 545.95, $p< .00$). These results support the effectiveness of our manipulations.

Hypotheses test. We performed a full factorial ANOVA with perceived internal CSR and PEP and gender as fixed factors, and participant’s views of intentions to start personal projects as the dependent variable. There was no significant effect for gender (F = (1, 150) =.62, $p> .05$) on intentions to start personal projects. We found direct positive significant effects of perceived internal CSR and perceived external prestige on intentions to start personal projects (*F* (1, 150) = 37.50, $p<.00$; *F* (1, 150) =10.43, $p<.00$; respectively). Moreover, our hypothesized interaction was significant, *F* (1, 150) = 4.61, $p<.05$.

Participants in the high perceived internal CSR x high PEP condition reported significantly higher intentions to start personal projects (M=3.14, *SD*= .78) than participants in the low perceived internal CSR x high PEP (M= 2.53, *SD*= .83, *t* (148) = 3.34, $p<.05$) and low internal CSR x low PEP (M=1.87, *SD* =.71; *t* (148) = 7.35, $p<.05$). Despite participants in the high perceived internal CSR and low PEP reported lower intentions to start personal projects (M=2.97, *SD*=.68) than participants in the high CSR x high PEP condition (M=3.14, *SD*=.78), this difference was not significant, *t* (148) = .92, $p>.05$. These findings provide further support to H2.

---- Figure 4 here ----

Discussion

The purpose of this paper was to provide a nuanced perspective on the processes underlying the relationship between employees' perceived internal CSR and proactive behavior. To meet this aim, we developed a framework integrating self-regulation and the social information processing perspectives to propose that perceived internal CSR should be positively associated with intentions to start new projects inside the organization, and this relationship is stronger when employees perceive the organization as highly prestigious (i.e., high PEP). Moreover, we hypothesized that this interaction positively affects employees' proactive behavior, specifically IWB and risk-taking. Our results demonstrated that perceived internal CSR was positively associated with intentions to start personal projects (H1), and this relationship was significantly stronger when PEP was high than when PEP was low (H2). As predicted this interaction was positively associated with IWB and risk-taking (H3a and H3b, respectively).

Our study makes several contributions. First, we contribute to the literature on CSR and HRD by providing a fine-grained perspective of how perceived internal CSR affects employees' proactive behavior. Prior research has broadly drawn on the SDT and demonstrated that perceived CSR is associated with intrinsic motivation which in turn promotes proactive behavior (e.g., Hur et al., 2018; Hur et al., 2019; Zhao et al., 2023). Our study builds on these prior findings and advances a self-regulatory mechanism (i.e., intentions to start personal projects). Therefore, we support prior conceptual assumptions of the SDT as a useful framework to understand the effect of these socially responsible practices (Rigby & Ryan, 2018), but expand its application by addressing the self-regulation processes predicted in the theory (Deci & Ryan, 2000; Deci et al., 2017). By doing so, we answer researchers' call for expanding knowledge about the psychological processes linking employees' CSR perceptions, and perceived internal CSR in particular, to work outcomes (El Akremi et al., 2018; Glavas & Radic, 2019; Gond et al., 2017).

Second, our study highlights the importance of framing CSR practices (Gond et al., 2017), by analyzing the effect of a socio-cognitive variable (i.e., PEP) as a boundary condition for the effect of perceived internal CSR on intentions to start personal projects. Prior research has mainly explored the role of individual variables (e.g., person-organization fit, and values; Afsar & Shahjehan, 2018; Halbusi et al., 2021; Zhao et al., 2023). Our study corroborates scholars' assertions about the importance of individuals' sense-making of the organization's CSR practices (De Roeck et al., 2016; Gond et al., 2017), and expands this notion by demonstrating the effect of the contextual cues. We demonstrate that PEP acts as a socio-cognitive mechanism (Herrbach et al., 2004) that individuals lean on to interpret internal CSR practices, and consequently determine how they react to those. The findings from study 2 added content validity to the interaction effect of the field study (i.e., study 1), and provided further insights on the role of PEP as a framing process. Specifically, in study 2, we found that participants in the High CSR x High PEP condition demonstrated more intentions to start personal projects. Interestingly, we did not find significant differences in intentions to start personal projects between participants in the High CSR x High PEP condition and those in the High CSR x Low PEP condition. This result was unexpected because the latter should mean that individuals would want to distance themselves from the organizations, thus demonstrating fewer intentions to start personal projects. A probable explanation could be due to peoples' egocentric bias (Lind et al., 1998), that is, people place more importance on the piece of information that affects them directly, and it is more proximal (i.e., internal CSR practices) (Deng et al., 2019). That is, despite that PEP magnifies the link between internal CSR and intentions to start personal projects when employees are confronted with distinct informational cues about the company, they will preferably rely on the one that affects them directly. This is somewhat consistent with the findings of De Roeck et al. (2016) who found that perceived external CSR predicted employees' organizational identification, but especially for employees who perceived great internal first-part justice, i.e., when they perceived the company was being fair with them directly.

Finally, by articulating a self-regulation theory with social information processing theory, we answer researchers' call for integrative frameworks that explain how various underlying psychological mechanisms explain individuals' reactions to CSR (De Roeck & Maon, 2018; Gond et al., 2017), and internal CSR in particular. Specifically, by demonstrating the role of intentions to start personal projects and PEP, our study contributes to the establishment of a theoretical foundation needed to consolidate the relevance of these socially responsible human resource practices (Jang & Ardichvili, 2020; MacKenzie et al., 2012) and paves the way for practical recommendations, encouraging HRD practitioners to incorporate socially responsible actions into their development strategy. This integration not only significantly shapes employees' attitudes and behaviors but also contributes to the simultaneous establishment of socially responsible workplaces (Alizadeh, et al., 2021).

Practical Implications

From a practitioner's viewpoint, our study offers compelling evidence supporting the integration of CSR into the HRD function within organizations. HRD is recognized as a strategic component of an organization's human resource management, focusing on fostering individual, team, and organizational learning and development (Garavan, 2007; Mackenzie et al., 2012). However, ethical, and social sustainability values have often been overlooked in HRD strategies, with practitioners developing approaches that are disconnected from these values (Fenwick & Bierema, 2008). This disparity arises because the majority of CSR strategies have prioritized external stakeholders (El Akremi et al., 2018), leading HRD practitioners to perceive limited impact from their interventions. Our study advocates for a stronger emphasis on internal CSR in HRD strategies to foster employees' positive attitudes and behaviors toward the organization.

Our study highlights that internal CSR initiatives drive proactive behavior, prompting our recommendation for HRD practitioners to integrate internal CSR into their development strategy (Papacharalampous & Papadimitriou, 2021). This integration can be achieved through the implementation of specific policies and programs that develop employees' skills, and promote their physical and psychological well-being (e.g., work-life balance policies, inclusion and diversity programs, and training opportunities) beyond legal requirements and detached from external contingencies like rewards or punishments.

Additionally, our findings can empower HRD practitioners to advocate for internal CSR practices with top-tier managers (Mackenzie et al., 2012). Typically, top-tier managers prioritize external CSR practices for market legitimacy (Ke et al., 2015) and often undervalue the significance of internal CSR (Vlachos et al., 2014). Our results provide HRD practitioners with the ability to persuade top-tier managers that, while bolstering external reputation, cultivating an internal socially responsible environment – where employees feel treated as humans – holds strategic value for organizational development. The intention to start personal projects within the organization, as indicated by our findings, has the potential to contribute to strategic renewal and enhance external competitive advantage (Giang & Dung, 2022; Luu, 2020). HRD practitioners should also focus on internal communication efforts to foster a positive perception of the organization's external image among its employees (Lee et al., 2022). For example, HRD managers could articulate their interventions with other organizational functions and effectively communicate with employees regarding external CSR actions and their impact on the organization. Utilizing tools such as newsletters and CSR reports can facilitate this communication process (Kim et al., 2010).

Limitations and future research

This study is not without limitations which can open opportunities for future research. First, our study provides preliminary evidence about the self-regulation processes underlying employees' perceived internal CSR. As predicted by the self-regulation perspective (Bandura, 1991), individuals develop intentions based on their beliefs about the feasibility and desirability of their actions (Ajzen, 1991). Future research should explore the mediating role of these beliefs to further explore how perceived internal CSR enacts intentions to start personal projects. Second, we did not test for alternative mechanisms that link our interaction effect with outcomes. Future research should explore other mechanisms that have been previously theorized as predictors of proactive action (e.g., self-efficacy; emotions; Parker et al., 2010) to rule out alternative explanations. Third, since employees provided information regarding internal CSR, PEP, and intentions to start personal projects, common method bias may raise concerns and, as such, we advise caution when interpreting our results. Although interactions cannot be artifactually created (Evans, 1985), to minimize such concerns, we demonstrate the consistency of effects in two studies, using different designs (Podsakoff et al., 2012), and we also assessed the impact of a common factor, which obtained a value below the threshold (Podsakoff et al., 2012; Williams et al., 1989). Nonetheless, as temporal precedence among variables is an important requirement to establish causal associations (Podsakoff & Podsakoff, 2019), our model should also be examined using designs that account for the temporal relationship among our variables (e.g., time-lagged designs). Finally, as internal CSR and PEP can be conceptualized at the organizational level, we conducted a two-level path model in which both variables are aggregated at this level. Our hypothesized model remained significant and the interaction at level 2 did not reach significance. From an empirical point of view, the low agreement level in intentions to start personal projects and the low number of organizations (n=29) may explain the lack of significant results at the organizational level. Theoretically, it may show that perceptions of internal CSR and intentions to start personal projects are idiosyncratic and only capture the individual interpretation of CSR practices and its impact on individual intentions.

Conclusion

This study advanced our knowledge about the micro-level processes explaining the effect of perceived internal CSR on employees' proactive behavior. We demonstrated that perceived internal CSR enacts intentions to start personal projects only when employees frame their organization as highly prestigious. Our study highlights the importance of a self-regulation perspective and it should be understood in relation to individuals' social information processing about the organization. We hope our study stimulates future research in the field.

References

Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of Management Review*, 32(3), 836-863.

Aguinis, H., & Bradley, K. J. (2014). Best practice recommendations for designing and implementing experimental vignette methodology studies. *Organizational Research Methods*, 17(4), 351-371.

Ahl, H. (2006). Why research on women entrepreneurs needs new directions. *Entrepreneurship Theory and Practice, 30*(5), 595-621.

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50, 179–211.

Alizadeh, A., Kurian, D., Qiu, S., & Dirani, K. M. (2023). Ethics, corporate social responsibility, and the role of human resource development: the academic experts' view. *European Journal of Training and Development*, 47(1/2), 223-239.

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154-1184.

Ardichvili, A. (2012). Sustainability or limitless expansion: Paradigm shift in HRD practice and teaching. *European Journal of Training and Development*, 36(9), 873-887.

Auspurg, K., & Jäckle, A. (2017). First equals most important? Order effects in vignette-based measurement. *Sociological Methods & Research*, 46(3), 490-539.

Bandura, A. (1991). Social cognitive theory of self-regulation. *Organizational Behavior and Human Decision Processes*, 50(2), 248-287.

Bandura, A. (2006). Toward a psychology of human agency. *Perspectives on Psychological* Science, 1(2), 164-180.

Bauer, D.J., & Curran, P.J. (2005). Probing interactions in fixed and multilevel regression: Inferential and graphical techniques. *Multivariate Behavioral Research, 40*, 373-400.

Becker, T. E., Atinc, G., Breaugh, J. A., Carlson, K. D., Edwards, J. R., and Spector, P. E. (2016). Statistical control in correlational studies: 10 essential research recommendations for organizational researchers. *Journal of Organizational Behavior*, *37*, 157-167.

Bierema, L. L., & D'abundo, M. L. (2004). HRD with a conscience: Practicing socially responsible HRD. *International Journal of Lifelong Education*, 23(5), 443-458.

Bindl, U. K., & Parker, S. K. (2016). New perspectives and directions for understanding proactivity in organizations. *Proactivity at Work*, 577-602.

Bird, B. & Brush, C.G. (2002). A gendered perspective on organizational creation. *Entrepreneurship Theory and Practice, 26*(3), 41-65.

Blader, S. L., & Yu, S. (2017). Are status and respect different or two sides of the same coin?. *Academy of Management Annals,* 11(2), 800-824.

Bliese, P. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel Theory, Research, and Methods in Organizations* (pp. 349-381). Jossey-Bass.

Brammer, S., He, H., & Mellahi, K. (2015). Corporate social responsibility, employee organizational identification, and creative effort: The moderating impact of corporate ability. *Group & Organization Management*, 40, 323–352.

Burnette, J. L., Pollack, J. M., Forsyth, R. B., Hoyt, C. L., Babij, A. D., Thomas, F. N., & Coy, A. E. (2020). A growth mindset intervention: Enhancing students' entrepreneurial self-efficacy and career development. *Entrepreneurship Theory and Practice*, 44(5), 878-908.

Callahan, J. L. (2013). Creating a critical constructionist HRD: From creativity to ethics. *Human Resource Development Review*, 12(4), 387-389.

Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, *31*(3), 248-267.

Carmeli, A., Gilat, G., & Waldman, D. A. (2007). The role of perceived organizational performance in organizational identification, adjustment and job performance. J*ournal of Management Studies*, 44(6), 972-992.

Chouchane, R., Fernet, C., Austin, S., & Zouaoui, S. K. (2023). Organizational support and intrapreneurial behavior: on the role of employees' intrapreneurial intention and self-efficacy. *Journal of Management & Organization*, 29(2), 366-382.

De Roeck, K., Marique, G., Stinglhamber, F., & Swaen, V. (2014). Understanding employees' responses to corporate social responsibility: Mediating roles of overall justice and organizational identification. *The International Journal of Human Resource Management,* 25(1), 91-112.

De Roeck, K., El Akremi, A., & Swaen, V. (2016). Consistency matters! How and when does corporate social responsibility affect employees' organizational identification. *Journal of Management Studies*, 53, 1141–1168.

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum.

Deci, E. L., & Ryan, R. M. (2000). The" what" and" why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 227-268.

Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43.

Deng, X., Long, X., Schuler, D. A., Luo, H., & Zhao, X. (2019). External corporate social responsibility and labor productivity: A S-curve relationship and the moderating role of internal CSR and government subsidy. *Corporate Social Responsibility and Environmental Management*, 27(1), 393–408.

Donia, M. B., Ronen, S., Tetrault Sirsly, C. A., & Bonaccio, S. (2019). CSR by any other name? The differential impact of substantive and symbolic CSR attributions on employee outcomes. *Journal of Business Ethics*, 157(2), 503-523.

Du, S., El Akremi, A., & Jia, M. (2023). Quantitative research on corporate social responsibility: A quest for relevance and rigor in a quickly evolving, turbulent world. *Journal of Business Ethics*, 187(1), 1-15.

El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management*, 44(2), 619-657.

Evans, M. G. (1985). A Monte-Carlo study of the effects of correlated method variance in moderated multiple regression analysis. *Organizational Behavior and Human Decision Processes, 36*, 305-323.

Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of Management Journal*, 60(3), 954-985

Fenwick, T., & Bierema, L. (2008). Corporate social responsibility: issues for human resource development professionals. *International Journal of Training and Development*, 12(1), 24-35.

Finsaas, M. C., & Goldstein, B. L. (2021). Do simple slopes follow-up tests lead us astray? Advancements in the visualization and reporting of interactions. *Psychological Methods*, *26*(1), 38-60.

Fornell, C. G., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362.

Gaudencio, P., Coelho, A., & Ribeiro, N. (2021). The impact of CSR perceptions on workers' turnover intentions: Exploring the supervisor exchange process and the role of perceived external prestige. *Social Responsibility Journal*, 17(4), 543-561.

Giang, H. T. T., & Dung, L. T. (2022). The effect of internal corporate social responsibility practices on firm performance: the mediating role of employee intrapreneurial behaviour. *Review of Managerial Science*, 16(4), 1035-1061.

Glavas, A., & Godwin, L. N. (2013). Is the perception of 'goodness' good enough? Exploring the relationship between perceived corporate social responsibility and employee organizational identification. *Journal of Business Ethics*, 114(1), 15-27.

Glavas, A., & Kelley (2014). The effects of perceived corporate social responsibility on employee attitudes. *Business Ethics Quarterly*, 24, 165–202

Gond, J.P., El Akremi, A., Swaen, V., & Babu, N. (2017). The psychological micro foundations of corporate social responsibility: A person-centric systematic review. *Journal of Organizational Behavior*, 38(2), 225–246.

Gordon,M.E., Slade,L.A.,& Schmitt ,N. (1986)."Science of the sophomore" revisited: From conjecture to empiricism. *Academy of Management Review*,11,191–207.

Grant, A. M. (2012). Giving time, time after time: Work design and sustained employee participation in corporate volunteering. *Academy of Management Review*, 37(4), 589-615.

Greguras, G. J., Diefendorff, J. M., Carpenter, J., & Tröster, C. (2014). Person-environment fit and self-determination theory. *The Oxford handbook of work engagement, motivation, and self-determination theory*, 143-161.

Hameed, I., Riaz, Z., Arain, G.A., & Farooq, O. (2016). How do internal and external CSR affect employees' organizational identification? A perspective from the group engagement model. *Frontiers in Psychology*, 7, 788. https://doi.org/10.3389/fpsyg.2016.00788

Hekman, D. R., Bigley, G. A., Steensma, H. K., & Hereford, J. F. (2009). Combined effect of organizational identification and professional identification on the reciprocity dynamic for professional employees. *Academy of Management Journal*, 52, 506-526.

Herrbach, O., Mignonac, K., & Gatignon, A. L. (2004). Exploring the role of perceived external prestige in managers' turnover intentions. *The International Journal of Human Resource Management*, 15(8), 1390-1407.

Hoyle, R. H., & Gallagher, P. (2015). The interplay of personality and self-regulation

Hu, B., Liu, J., & Qu, H. (2019). The employee-focused outcomes of CSR participation: The mediating role of psychological needs satisfaction. *Journal of Hospitality and Tourism Management*, 41, 129-137.

Hu, L., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological Methods, 3*(4), 424–453.

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling, 6*(1), 1–55.

Hur, W.-M., Moon, T.-W., & Rhee, S.Y. (2016) Exploring the relationships between compassion at work, the evaluative perspective of positive work-related identity, service employee creativity, and job performance. *Journal of Service Marketing*, 30, 103–114.

Hur, W. M., Moon, T. W., & Ko, S. H. (2018). How employees' perceptions of CSR increase employee creativity: Mediating mechanisms of compassion at work and intrinsic motivation. *Journal of Business Ethics*, 153(3), 629-644.

Jang, S., & Ardichvili, A. (2020). Examining the link between corporate social responsibility and human resources: Implications for HRD research and practice. *Human Resource Development Review*, 19(2), 183-211.

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. J*ournal of Occupational and Organizational Psychology,* 73(3), 287-302.

Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. *Academy of Management Journal*, 44(5), 1039-1050.

Janssen, O. (2003). Innovative behavior and job involvement at the price of conflict and less satisfactory relations with co-workers. *Journal of Occupational and Organizational Psychology, 76*(3), 347-364.

Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of Organizational Behavior, 25*(2), 201-215.

Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47(3), 368-384.

Kidder, D.L. & Parks, J. M. (2001). The good soldier: Who is s(he)? *Journal of Organizational Behavior, 22*, 939–959.

Kim, H.R., Lee, M., Lee, H.T. & Kim, N.M. (2010). Corporate social responsibility and employee–company identification. *Journal of Business Ethics*, 95, pp. 557–569

Kuchinke, K. P. (2010). Human development as a central goal for human resource development. *Human Resource Development International*, 13(5), 575-585.

Kuchinke, K. P. (2017). The ethics of HRD practice. *Human Resource Development International*, 20(5), 361-370.

Lee, B. Y., Kim, T. Y., Kim, S., Liu, Z., & Wang, Y. (2023). Socially responsible human resource management and employee performance: The roles of perceived external prestige and employee human resource attributions. *Human Resource Management Journal*, 33(4), 828-845.

Liñán, F., & Chen, Y.-W. (2009). Development and cross-cultural application of a specific instrument to measure entrepreneurial intentions. *Entrepreneurship Theory and Practice*, 33(3), 593–617.

Lind, E.A., Kray, L., & Thompson, L. (1998). The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Organizational Behavior and Human Decision Processes*, 75(1), 1-22.

Luu, D. T. (2020). The effect of internal corporate social responsibility practices on pharmaceutical firm's performance through employee intrapreneurial behavior. *Journal of Organizational Change Management*, 33(7), 1375-1400.

Lyons, P., & Bandura, R. (2018). The intersection of mindsets and self-regulated learning. *Development and Learning in Organizations: An International Journal*, 32(2), 1-4.

Lythreatis, S., Mostafa, A. M. S., & Wang, X. (2019). Participative leadership and organizational identification in SMEs in the MENA Region: Testing the roles of CSR perceptions and pride in membership. *Journal of Business Ethics*, 156(3), 635-650.

Maas, C. J., & Hox, J. J. (2005). Sufficient sample sizes for multilevel modeling. *Methodology, 1*(3), 86-92.

MacKenzie, C. A., Garavan, T. N., & Carbery, R. (2012). Through the looking glass: challenges for human resource development (HRD) post the global financial crisis–business as usual?. *Human Resource Development International*, 15(3), 353-364.

Mignonac, K., Herrbach, O., & Guerrero, S. (2006). The interactive effects of perceived external prestige and need for organizational identification on turnover intentions. *Journal of Vocational Behavior*, 69(3), 477-493.

Mory, L., Wirtz, B. W., & Göttel, V. (2016). Factors of internal corporate social responsibility and the effect on organizational commitment. *The International Journal of Human Resource Management*, 27(13), 1393-1425.

Newman, A., Nielsen, I., & Miao, Q. (2015). The impact of employee perceptions of organizational corporate social responsibility practices on job performance and organizational citizenship behavior: Evidence from the Chinese private sector. *The International Journal of Human Resource Management*, 26(9), 1226-1242.

Neves, P. & Eisenberger, R. (2014) Perceived organizational support and risk-taking. *Journal of Managerial Psychology*, 29(2), 187–205.

Ng, T. W., & Lucianetti, L. (2016). Within-individual increases in innovative behavior and creative, persuasion, and change self-efficacy over time: A social–cognitive theory perspective. *Journal of Applied Psychology*, 101(1), 14.

Papacharalampous, N., & Papadimitriou, D. (2021). Perceived corporate social responsibility and affective commitment: The mediating role of psychological capital and the impact of employee participation. *Human Resource Development Quarterly*, 32(3), 251-272.

Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91(3), 636.

Parker, S. K., Bindl, U. K., & Strauss, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36(4), 827-856

Pelletier, L. G., Fortier, M. S., Vallerand, R. J., & Briere, N. M. (2001). Associations among perceived autonomy support, forms of self-regulation, and persistence: A prospective study. *Motivation and Emotion*, 25, 279-306.

Piwowar-Sulej, K., Austen, A., & Iqbal, Q. (2023). Fostering three types of green behavior through green HRM in the energy sector: the conditional role of environmental managerial support. *Baltic Journal of Management*, 18(4), 509-524.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology, 65*, 539-569.

Podsakoff, P. M., & Podsakoff, N. P. (2019). Experimental designs in management and leadership research: Strengths, limitations, and recommendations for improving publishability. *The Leadership Quarterly*, 30 (1), 11-33

Rigby, C. S., & Ryan, R. M. (2018). Self-determination theory in human resource development: New directions and practical considerations. *Advances in Developing Human Resources*, 20(2), 133-147.

Robinson, M. D., & Clore, G. L. (2001). Simulation, scenarios, and emotional appraisal: Testing the convergence of real and imagined reactions to emotional stimuli. *Personality and Social Psychology Bulletin*, 27, 1520–1532

Rupp, D. E., & Mallory, D. B. (2015). Corporate social responsibility: Psychological, person-centric, and progressing. *The Annual Review of Organizational Psychology and Organizational Behavior*, 2, 211–236.

Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 224-253.

Sande, J. B., & Ghosh, M. (2018). Endogeneity in survey research. *International Journal of Research in Marketing*, 35(2), 185-204.

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580–607

Supanti, D., & Butcher, K. (2019). Is corporate social responsibility (CSR) participation the pathway to foster meaningful work and helping behavior for millennials?. *International Journal of Hospitality Management*, 77, 8-18.

Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of Business Ethics*, 85, 411–427.

Williams, L. J., Cote, J. A., & Buckley, M. R. (1989). Lack of method variance in self-reported affect and perceptions at work: Reality or artifact? *Journal of Applied Psychology, 74*(3), 462-468.

Vlachos, P. A., Panagopoulos, N. G., Bachrach, D. G., & Morgeson, F. P. (2017). The effects of managerial and employee attributions for corporate social responsibility initiatives. *Journal of Organizational Behavior*, 38(7), 1111-1129.

Zhao, H., Chen, Y., & Liu, W. (2023). Socially responsible human resource management and employee moral voice: Based on the self-determination theory. *Journal of Business Ethics*, 183(3), 929-946.

TABLE 1. *Descriptive statistics, reliabilities and zero-order correlations* [a]

	Mean	SD	1	2	3	4	5	6	7	8
1.Perceived Internal CSR	3.28	.84	(.84)							
2.Intentions to Start Personal Projects	3.24	.80	.25**	(.86)						
3.Perceived External Prestige	3.99	.74	.61**	.13**	(.77)					
4.Innovative Work Behaviors [b]	3.50	.92	.08*	.21**	.10*	(.79)				
5.Risk-Taking [b]	3.20	.84	.17**	.18**	.22**	.68**	(.86)			
6.Gender	--	--	-.14**	-.10**	-.01	-.10*	-.16**	--		
7. Age	40.45	9.75	.03	-.02	-.01	-.07	.00	-.05	--	
8. Educational Level	--	--	-.13*	.01	-.01	.12*	-.02	.19**	-.01	--

Note. N=640 dyads. CSR - Corporate Social Responsibility. Cronbach alphas in the diagonal.

[a] 5-point scales: 1(Strongly Disagree) to 5 (Strongly Agree); Gender was coded: 0 (male) and 1 (female); Age measured in years; Educational Level measured as follows: 1=(4th grade); 2=(9th grade); 3=(Completed High-School); 4=(Some college); 5=(Completed College); 6=(Master, MBA or higher)

[b] Assessed by the direct supervisor

* $p< .05$; ** $p< .01$

TABLE 2. *Measurement Model Results*

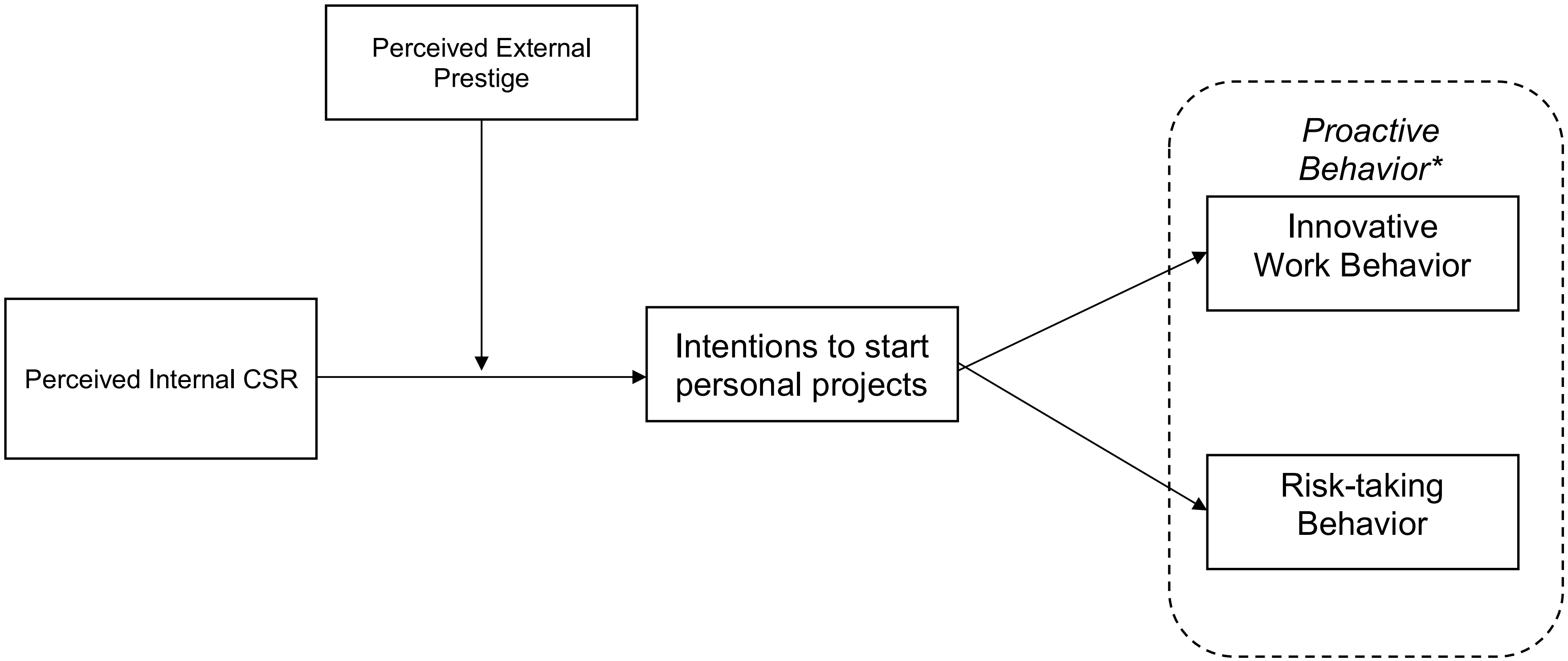
	$\chi2$	df	CFI	TLI	RMSEA	SRMR
Hypothesized model	595.74	264	.97	.96	.04	.06
Four-factor model [a]	1017.19	268	.92	.91	.07	.06
Three-factor [b]	1176.87	271	.91	.89	.07	.07
Two-factor [c]	3388.10	273	.67	.64	.13	.12
One-factor	5185.56	274	.48	.43	.17	.17

Note. [a] combining innovative work behaviors and risk-taking. [b] equating Perceived Internal CSR and PEP, intentions to start personal projects, and outcomes. [c] equating predictors and outcomes.

TABLE 3. *Composite Reliability, AVE and* $\sqrt{AVE}$

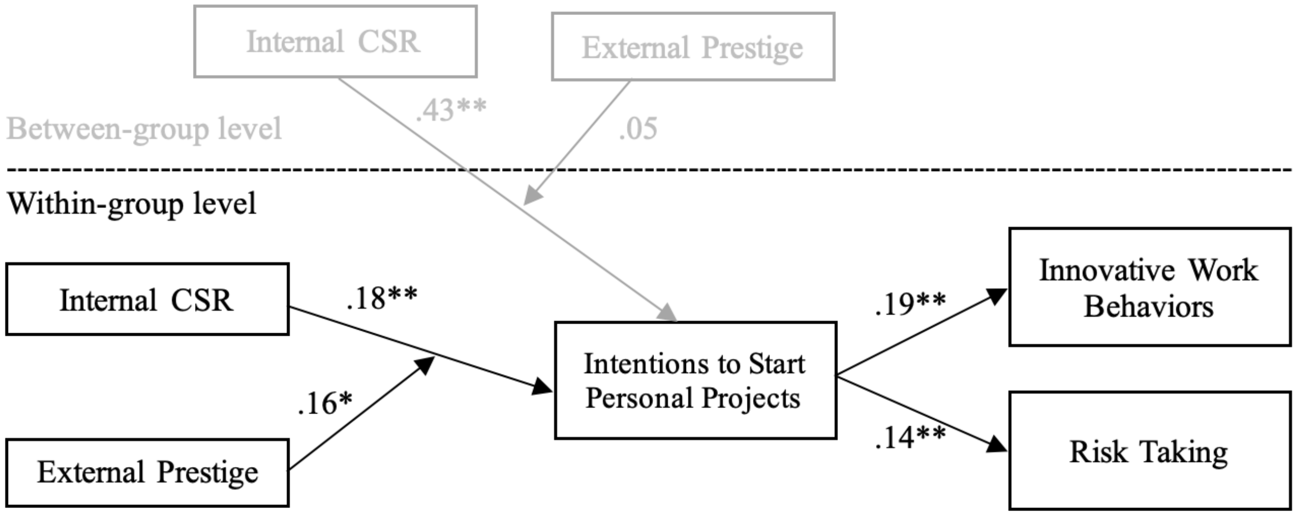
Variable	Composite Reliability	AVE	Square root AVE
Perceived internal CSR	.84	.52	.72
Perceived External Prestige	.77	.53	.73
Intentions to start personal projects	.86	.54	.73
Innovative work behaviors	.92	.66	.81
Risk-taking	.87	.58	.76

FIGURE 1. *Proposed Model*



* Rated by the direct

FIGURE 2. *Two-level Path Model Results*



Note. Variables at the between level were aggregated at the organizational level and grand mean centered. Within-group predictors were group-mean centered. Control variable: gender (not shown to maintain the model's parsimony). ** p<.01 * p<.05

FIGURE 3A and FIGURE 3B. *Interaction plots of the perceived internal CSR x PEP interaction effect on Intentions to Start Personal Project (Study 1). 3A PEP as a moderator of the relationship between CSR and Intentions to Start Personal Projects. 3B Johnson-Neyman region of significance (i.e., how the simple slope of CSR predicting Intentions to Start Personal Projects differs as a function of PEP).*

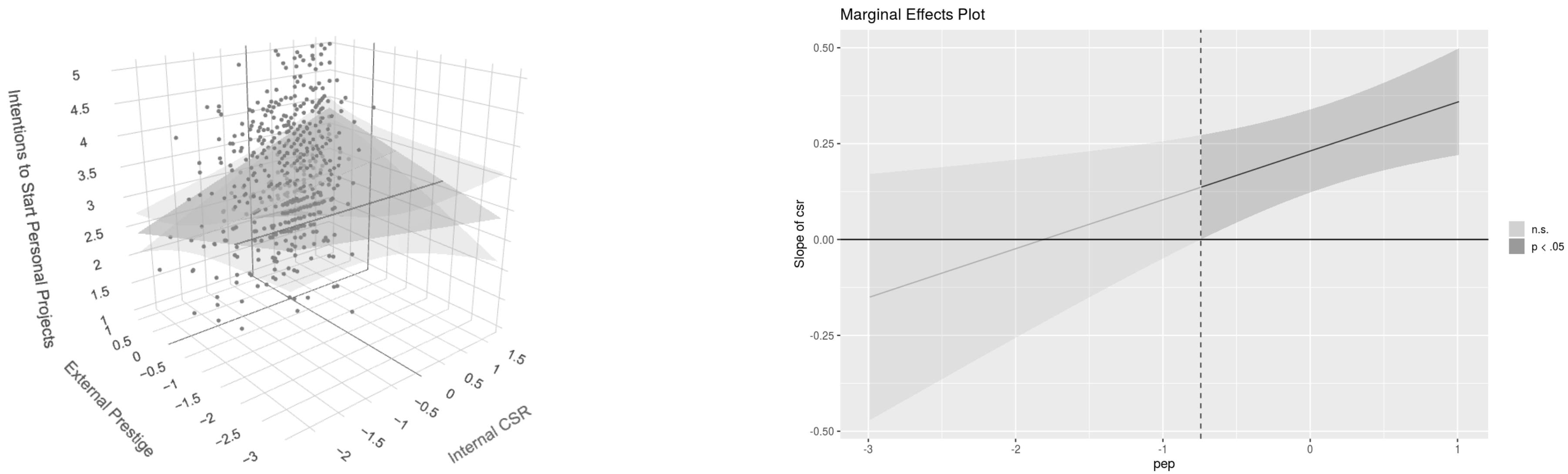


FIGURE 4. *Graphs with the averages of intentions to start personal projects in each of the experimental conditions* (Study 2)