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A Work Role Perspective of Corporate Social Responsibility

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Abstract: Employees can view themselves as active participants in corporate social responsibility (CSR), and often view CSR as an in-role job expectation. Using role theory, this research provides a theoretical lens to elucidate how work roles consisting of CSR expand job performance expectations thus affecting different types of employee work behaviors including task performance, organizationally focused work performance, and workplace incivility behaviors. Results from a matched pairs design of employees and supervisors (N = 443) found that employee CSR work role definition (i.e., the extent to which CSR is an in-role responsibility) is related to supervisor ratings of employee task performance and employee organizational member performance. Employee CSR work role definition did not affect the incivility behaviors. Findings also revealed an interactive effect for supervisor's CSR work role definition and employee CSR work role definition on the performance outcomes, such that the relationship between employees' CSR work role definition and performance is greater when a supervisor has a lower level of CSR work role definition.
Keywords: Micro-CSR, Work Roles, Job Performance

> After working as an analyst for roughly a year and creating the weekly Monday Morning packet, a massive stack of financial data for all the managers, Alex decided to rework the process. Alex researched options and suggested changes for handling the volumes of data. By learning new analysis tools for automated reports, a labor-intensive task that tied up the copier for 3-4 hours was shortened to roughly 30 minutes. Many paper reports were also shifted to real-time dashboard metrics. Paper use, and disposal, was reduced by 60%. Alex is now exploring how customer account metrics can be shared with customers that will enable their business partners to reduce unnecessary expenses and waste. When asked why he decided to help the company and customers in these ways, Alex responded, "Part of my job is freeing up resources for others in the company, reporting data accurately and transparently, and reducing waste."

Like Alex, some employees take responsibility for their work and expand their role to include economic (e.g., freeing up resources and cutting costs), ethical (e.g., reporting accurate and transparent data), legal (e.g., complying with laws and regulations), and philanthropic (e.g., going "green" by reducing paper) dimensions. CSR as an employee level action is an important consideration as many business executives now view their workers (managers and non-managers) as critical actors in the successful implementation of CSR initiatives ("State," 2017). Interestingly though, little research has focused on the direct involvement of employees in CSR and job performance implications arising from this involvement. In this paper, CSR is investigated as a personally felt work role obligation.

While definitions of firm-level CSR vary (see overviews by Carroll, 1999; Rupp and Mallory, 2015), a common feature is that CSR entails financial and normative responsibilities to internal (e.g., shareholders, employees) and external (e.g., customers, society) stakeholders. CSR is a multi-stakeholder perspective that simultaneously attaches importance to internal members and external parties, and asserts that CSR creates value for all groups. In perhaps the most widely cited definition, Carroll defined organizational CSR as "encompassing the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of an organization at a particular time" (1979: 500). To engage in CSR entails exhibiting care for the well-being of others with a simultaneous objective of generating value for the organization.

Micro-CSR (employee level) research is dominated by a passive subject viewpoint that focuses on how employees perceive and psychologically experience organizational CSR activities (Aguinis and Glavas, 2019). Rather than viewing employee reactions to firm-level actions, this study contributes to the micro-level CSR literature by taking the unique perspective of employees as active participants that feel personally responsible for the implementation of CSR. CSR work roles are an individual level perspective of CSR involvement; when employees define CSR as an in-role work responsibility, they see themselves as active participants personally responsible for engaging in CSR-related work tasks (Evans and Davis, 2011). Because CSR includes responsibilities to an array of stakeholders, individual beliefs of CSR as an in-role work responsibility are likely to affect various forms of performance.

In this study, a model is developed and tested that examines how employee CSR work role definition impacts three different facets of employee performance, including task directed effectiveness, organizational directed effectiveness, and incivility behaviors. Conditional boundary effects are also investigated by examining the CSR work role definition of the employee's direct supervisor. Supervisors signal performance expectations (Ilgen and Hollenbeck, 1991) and thus, supervisor work roles are likely to interact with employee work roles to predict employee behaviors. A matched pairs study of employees and supervisors provides new insights into how CSR work role responsibilities affect workplace behaviors.

THEORETICAL BACKGROUND

Role theory explains that people enact their work roles in different ways and that individuals can expand upon their own set of perceived responsibilities (Ilgen and Hollenbeck, 1991; Katz and Kahn, 1978). Work roles include not only the formally established elements performed on the job (i.e., a job description), but also the emergent role expectations that develop as individuals interact with others in the workplace. CSR work role definition is defined as the extent to which an employee considers the economic, legal, ethical, and philanthropic elements of CSR as personal *in-role* job requirements (Evans and Davis, 2011). The more activities a person defines as in-role, the greater degree of role breadth. An employee defining his or her work role to include CSR considers it important to meet financial objectives (economic responsibilities), to obey laws and regulations (legal responsibilities), to make decisions and conduct interactions based on principles of fairness and morality (ethical responsibilities), and to engage in work activities that positively impact society (philanthropic responsibilities). Role definition is a perceptual process affected by personal and situational factors; hence, individuals can differ in their views of their job responsibilities (Evans *et al.*, 2011; Katz and Kahn, 1978), even for persons holding the same jobs (Ilgen and Hollenbeck, 1991; Morrison, 1994). Thus, the extent to which CSR is considered an in-role expectation affects the degree to which an employee's own work efforts are focused on enacting CSR objectives (Evans *et al.*, 2011).

CSR Work Role Definition and Employee Performance

Inclusion of CSR in one's work role definition expands the breadth of one's role and is likely to increase the extent to which one engages in task and organization focused performance. Role breadth concerns the overall set of duties and activities that a person defines as in-role responsibilities (Morrison, 1994). Furthermore, role breadth changes are not temporary but represent intentional and relatively permanent changes to the behaviors enacted while performing one's job (Morgeson *et al.*, 2005; Srikanth and Jomon, 2015). Employees that view CSR as an in-role expectation have expanded and enduring job activities that include attempting to understand company strategy, reporting illegal acts, treating business partners fairly, and volunteering for civic involvement. Perceptions of role breadth are important to how employees actually engage in their work as work performance processes are now commonly interdependent and embedded in uncertainty (Griffin *et al.*, 2007). Employees with expanded work role breadth are vital for organizational success as such employees require less direct supervision and can self-manage multiple demands (Griffin *et al.*, 2007; Morgeson *et al.*, 2005).

Role breadth research reveals a positive association between the span of one's job responsibilities and job performance. For instance, supervisor ratings of job performance are higher for persons that define more tasks as in-role responsibilities (Morgeson *et al.*, 2005). A study of OCB role breadth found that role breadth positively relates to helping behaviors and taking charge behaviors (McAllister *et al.,* 2007). Broader views of personal job responsibilities led to a wider range of performance behaviors, including individually and organizationally directed performance. More recently, a study by Srikanth and Jomon (2015) revealed higher performance ratings from supervisors of task, group, and organizational directed performance for employees having wider role breadth.

Because work is often complex with interdependent activities, effective job performance entails multiple facets including the type of behavior and the primary beneficiary (Griffin *et al.*, 2007). Individual task performance (e.g., core job tasks) is the extent that an individual is proficient at task accomplishment, adapts to new processes and procedures, and proactively initiates better ways to accomplish core tasks. Organizational member performance (e.g., organizational level operations) is the extent to which an individual proficiently contributes to organization effectiveness, adapts to changes in organizational processes, and proactively suggests ways to improve organizational effectiveness (Griffin *et al.*, 2007). Without needing direct prompts from supervisors, employees with greater role breadth engage in an array of performance activities beyond the prescribed technical requirements of one's job and are generally recognized as better performers by their supervisors (Srikanth and Jomon, 2015). Accordingly, individuals who view CSR as a part of their work role are expected to have a more expansive view of performance and thus will perform better on individual task behaviors, as well as organizationally directed behaviors. On this basis, the following hypotheses are offered:

H1: CSR work role definition is positively related to individual task performance.

H2: CSR work role definition is positively related to organizational member performance.

CSR Work Role Definition and Incivility

Interpersonal dynamics are a critical element of job performance, and yet hostile remarks and ignoring others are prevalent behaviors in the workplace (Schilpzand *et al.*, 2016). Incivility is a low intensity deviant workplace behavior with ambiguous intent to harm (Andersson and Pearson, 1999) that is typified in actions such as ignoring or leaving others out of conversations, condescending remarks, addressing others unprofessionally, or other acts of disrespect. CSR work role definition is thus expected to be negatively related to incivility. Respectful interactions with all stakeholders, including internal parities, is a defining characteristic of CSR (Rupp and Mallory, 2015). Disparaging or disrespecting behaviors toward others are behaviorally inconsistent with CSR work role expectations, as fair and just treatment of fellow employees and business partners are salient features of the legal and ethical responsibilities of the CSR work role. It is therefore hypothesized that:

H3: CSR work role definition is negatively related to employee incivility.

Supervisor CSR Work Role Expectations

Supervisors are often a salient and powerful influence on employee work role definitions due to their power and status (Frink and Klimoski, 1998; Ilgen and Hollenbeck, 1991). Accordingly, a supervisor's CSR work role expectations have the potential to be an important contextual cue for employees as they carry out their own job responsibilities. However, supervisors can have either a "strong" or a "weak" influence. When signals of supervisor CSR work role expectations are "weak," a more distinct relationship is expected between employee CSR work role and the associated outcomes of performance and incivility.

A supervisor's CSR work role definition can result in cues to followers that vary in strength. Situational strength arises from implicit or explicit signals provided by contextual forces that convey behavioral expectations (Meyer *et al.*, 2010). Strong situations exist when behavioral expectations are well-defined and deviations are constrained (Mischel, 1977) while persons in weak situations with ill-defined expectations are likely to have more variance in their behaviors. Role theory recognizes that supervisor influence on employee work roles and performance can take many forms, direct or indirect, and may be explicit or subtle forms of communications (Frink and Klimoski, 1998). Supervisors send these role and performance expectations either implicitly through their own CSR-related behaviors or explicitly by communicating role expectations verbally or in writing.

When supervisor CSR work role definition is high, situational cues regarding employee performance expectations are stronger. This "strong situation" with respect to CSR role obligations will lead to less variation in job performance behaviors and employee incivility behavior that would normally arise from individual factors (in this case, employee CSR role definition). Therefore, when supervisor CSR work role is high, the employee CSR work role will have less influence on performance and incivility. However, when supervisor CSR work definition is low, there are fewer situational cues or constraints to direct behavior, and employee CSR work role definition becomes more influential in guiding behavior. More specifically, when supervisor CSR work role is low, job performance and incivility have more variance and more of this variance will be explained by the employee CSR work role definition.

Even when an employee's CSR work role definition is low, strong CSR cues from supervisors may act as a positive influence on job performance behaviors, and as a negative influence on workplace incivility. Supervisory behaviors reflective of a CSR work role definition (e.g., supporting others, acting ethically) can serve as an influential cue that promotes feelings of psychological empowerment (Newman *et al.*, 2017; Kim and Kim, 2013), which in turn can lead to proactive role performance on the part of the employee. For instance, research demonstrates that employees viewing their supervisors as morally competent (e.g., acting with integrity, caring for others, supportive of developmental needs) can feel psychologically empowered to engage in an array of task and organizationally directed behaviors (Kim and Kim, 2013). Accordingly, high supervisor CSR expectations are likely to mitigate the performance effects of low employee CSR work role definition. On the other hand, when both supervisor *and* employee CSR work role expectations are low, there are few external or internal cues to guide performance. When this occurs, the lowest levels of job performance are expected, and the highest levels of workplace incivility. This leads to the following hypotheses:

> *H4: Supervisor CSR work role definition will interact with employee CSR work role such that employee CSR work role will have a stronger relationship with individual task performance at lower levels of supervisor CSR work role and a weaker relationship at higher levels of supervisor CSR work role.*

H5: Supervisor CSR work role definition will interact with employee CSR work role such that employee CSR work role will have a stronger relationship with organization member performance at lower levels of supervisor CSR work role and a weaker relationship at higher levels of supervisor CSR work role.

H6: Supervisor CSR work role definition will interact with employee CSR work role such that employee CSR work role will have a stronger relationship with incivility at lower levels of supervisor CSR work role and a weaker relationship at higher levels of supervisor CSR work role.

METHOD

Procedure and Participants

A cross-sectional field survey provided a matched pairs design of supervisor-subordinate dyads. Students at a southeastern United States university were offered nominal extra credit to recruit working adult supervisor-subordinate dyads. Student recruited samples have been used widely in management research (e.g., Ambrose *et al.*, 2013), and produce sample characteristics and results similar to traditional data collection methods (Wheeler *et al.*, 2014). Students solicited working adults who met the following criteria: (a) have at least three years of full-time experience working at least 35 hours per week and (b) work for a for-profit business. Students emailed prospective subjects a prepared message that included a survey link. Employee surveys assessed personal CSR work role expectations. The employee survey also included a question asking subjects to provide their supervisor's email address, and the online survey system generated a new email to the respective supervisor with an embedded code linking the employee-supervisor dyad. Supervisors provided ratings of their own CSR work role expectations and ratings of the employee's task performance, organizational member performance, and incivility.

The total number of email solicitations by the students is unknown. Of 1,477 employee surveys recorded, 1,045 employees listed the email addresses of their supervisors. Of the 1,045 supervisor emails generated, 674 supervisors completed their portion of the survey for a 64.5% supervisor response rate. From this group, 121 responses were from non-profit organizations, 14 responses were duplicate names, and 78 responses were largely incomplete thereby resulting in 461 employee-supervisor paired dyads. Of those 461 dyads, eighteen were missing data based on listwise deletion. Thus, there were 443 employee-supervisor dyads used for this study. From completed employee surveys, 328 persons were randomly selected to verify participation. Subjects were asked to verify their working status and participation in the survey. Two-hundred and twenty-five subjects confirmed participation, 103 subjects did not return messages, and seven participants did not remember the survey. Table 1 provides employee and supervisor background demographic information.

Table 1
Employee and Supervisor Demographics

	Employees	Supervisors
Average age	40.4 (SD = 13.8)	46.0 (SD = 11.5)
Age range	17 – 71	19 – 77
Sex	38.4% male	57.0% male
Years of work experience	21.0 (SD = 12.5)	26.2 (SD = 11.0)
Years of tenure with current employer	8.9 (SD = 8.5)	13.1 (SD = 9.6)
Managerial or Supervisor Level	38.2%	100%
Racial Composition [1]		
Caucasian	85.9%	87.9%
Black	5.4%	2.8%
Asian	2.4%	3.3%
Hispanic	3.0%	2.4%
Other	2.8%	2.2%

Note: [1] Racial composition is less than 100% due to missing responses.

Measurements

All responses to these scales were scored on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) unless otherwise noted.

CSR work role definition. CSR work role definition was measured based on the instrument from Evans and Davis (2011). Employees and supervisors completed separate questionnaires and independently rated the extent to which their own work role included elements of the four CSR dimensions: economic (five items), legal (five items), ethical (five items), and philanthropic (three items) responsibilities. One additional item directly referring to the natural environment was added. Sample items include, "Looking for ways to reduce costs" (economic), "Not sexually harassing employees or business partners" (legal), "Reporting unethical acts to appropriate management" (ethical), and "Giving time or money to charities" (philanthropic). Dimension means were summed to compute an overall CSR work role definition score. Cronbach's alpha was 0.95 for the employee sample and 0.94 for the manager sample.

Individual task performance. Supervisors rated individual task performance using the nine-item Griffin *et al.* (2007) scale that encompasses proficiency (three items), adaptivity (three items), and proactivity (three items). Sample items include, "Carries out the core parts of his/her job" (proficiency), "Adapts well to changes in core tasks" (adaptivity), and "Initiates better ways of doing core tasks" (proactivity). Average scores for the three dimensions were summed to compute the overall measure of individual task performance ($\alpha = 0.91$).

Organization member performance. Supervisors rated organizationally focused performance using the nine-item scale from Griffin *et al.* (2007) that encompasses organizationally directed proficiency (three items), adaptivity (three items), and proactivity (three items). Sample items include, "Presents a positive image of the organization to other people (e.g., clients)" (proficiency), "Copes with changes in the way the organization operates" (adaptivity), and "Comes up with ways of increasing efficiency within the organization" (proactivity). Average scores for the three dimensions were summed to compute the overall measure of organizational member performance ($\alpha = 0.93$).

Employee incivility. Supervisors evaluated workplace incivility of their employees using the scale from Cortina *et al.* (2001) ($\alpha = 0.89$). Sample items include, "Put others down or was condescending to others" and "Doubted the judgment of others on a matter of which they have responsibility." Items were scored on a scale ranging from 1 (*never*) to 5 (*many times*).

Control variables. Controls included age and sex (0 = female). Research suggests that older individuals may be more prosocial (Omoto *et al.*, 2000) and that females may be more responsive to social issues (Rupp and Mallory, 2015).

ANALYSIS

Measurement Model

Common method variance (CMV) was assessed using the single unmeasured latent factor (SUMLF) technique (Podsakoff *et al.*, 2012) by testing with and without adjusting for CMV. No adjustments for CMV were taken as few factors were affected by it; most of the factors demonstrated no changes in terms of the estimated standardized factor loadings when comparing the results with and without the adjustment for CMV.

Confirmatory factor analysis assessed the dimensionality of the constructs. Of the three models tested, the hypothesized model with second-order factors for CSR work roles (13 factors) exhibited the best fit ($\chi 2 = 2{,}775.78$, df = 1872, CFI = 0.97, TLI = 0.97, RMSEA = 0.03, SRMR = 0.06). The $\Delta\ \chi 2$ between the five-factor (without second-order factors) and thirteen-factor model (with second-order factors for CSR work roles) demonstrated better fit for the thirteen-factor model ($\Delta\ \chi 2 = 582.17^{**}$, Δ df = 8).

Results

Descriptive statistics are reported in Table 2, and regression results are found in Tables 3 and 4. Concerning Hypothesis 1, CSR work role definition was significantly related to individual task performance ($b = 0.09$, $SE = 0.03$, $t = 3.18$, $p < 0.01$). There was a significant main effect for CSR work role on organization member performance ($b = 0.10$, $SE = 0.03$, $t = 3.55$, $p < 0.01$) as well, which supports Hypothesis 2. Regression results do not support Hypothesis 3 where it was hypothesized that CSR work role would be negatively related to incivility ($b = 0.00$, $SE = 0.01$, $t = -0.31$, $p = 0.76$).

Table 2
Descriptive Statistics (N = 443)

	Variable	M	SD	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
1	Manager age (M)	45.92	11.49	-								
2	Manager sex (M) [1]	0.58	0.49	0.14**	-							
3	Employee age (E)	40.35	13.85	0.46**	0.07	-						
4	Employee sex (E) [1]	0.38	0.49	-0.02	0.31**	-0.04	-					
5	Employee CSR work role (E)	17.65	2.78	0.08	-0.08	0.11*	0.05	(0.95)				
6	Individual task performance (M)	13.66	1.70	0.04	-0.03	-0.02	0.06	0.15**	(0.91)			
7	Organizational member performance (M)	12.37	1.67	0.06	0.00	-0.02	0.00	0.16**	0.77**	(0.93)		
8	Employee incivility (M)	1.43	0.55	-0.06	0.08	-0.09*	0.03	-0.04	-0.31**	-0.35**	(0.89)	
9	Supervisor CSR work role (M)	18.07	2.10	0.07	0.02	0.06	0.01	0.10*	0.32**	0.37**	-0.30**	(0.94)

Notes: [1] Sex is coded as: 0 = female, 1 = male.
E represents items assessed with the employee; M represents items assessed with the manager.
* $p < 0.05$, ** $p < 0.01$

After testing main effects, the predictions that supervisor CSR expectations would moderate the relationships between employee CSR work role definition and the behavioral outcomes were examined. The interaction between employee CSR work role definition and supervisor CSR work role was significant for the outcome of individual task behaviors, supporting Hypothesis 4 (b = -0.03, SE = 0.01, t = -4.42, p < 0.01; ΔR^2 = 0.04, p < 0.01).

Hypotheses 4, 5, and 6 posited that employee CSR work role and supervisor CSR work role would interact based on restricted variances such that the variances in the job performance behaviors are compressed at higher degrees of supervisor CSR work role expectations (Cortina *et al.*, 2019). Results from the Breusch-Pagan Test supported restricted variance ($\chi 2$ = 14.40, p <0.01). An interfering restricted variance (RV) interaction occurs when "the predictor and moderator have effects in the same direction, but the interaction works in the opposite direction" (Cortina *et al.*, 2019: 2786). When supervisor CSR work role was low, the interaction between employee CSR work role and supervisor CSR work role on individual task behaviors was positive and significant (t = 3.92, p < 0.01). When supervisor CSR work role was high, the interaction between employee CSR work role and supervisor CSR work role on individual task behaviors was not significant (t = -0.63, p = 0.53). See Figure I.

The interaction of CSR work role definition and supervisor CSR role was also significantly related to organization member performance (b= -0.03, SE=0.01, t= -3.47, p < 0.01; ΔR^2 = 0.02, p < 0.01), supporting Hypothesis 5. The Breusch-Pagan Test was again evaluated ($\chi 2$ = 17.35, p = 0.00) and it demonstrated the variances are not consistent across different levels of the moderator. Again, this is an interfering RV interaction. When supervisor CSR work role is low, then the interactive effect between CSR work role and organization member behaviors was positive and significant (t = 3.87, p < 0.01). When supervisor CSR work role was high, the interaction between employee CSR work role and supervisor CSR work role on organization member performance was not significant (t = 0.19, p = 0.85). See Figure II.

Hypothesis 6 predicted that the interaction of CSR work role definition and supervisor role definition would have a greater negative influence on employee incivility for high supervisor role definition than for those with a low supervisor work role definition. There was no support for this hypothesis (b = 0.00, SE = 0.00, t = -1.65, p = 0.10).

Table 3
Regression Results

Individual Task Performance

Regression Model	Model 1 B (SE)	Model 1 95% C.I.	Model 2 B (SE)	Model 2 95% C.I.	Model 3 B (SE)	Model 3 95% C.I.
Constant	13.72 (0.00)**	[13.48, 13.97]	13.70 (0.12)**	[13.46, 13.94]	13.74 (0.12)**	[13.51, 13.98]
Manager age	0.00 (0.01)	[-0.01, 0.01]	-0.01 (0.01)	[-0.02, 0.01]	0.00 (0.01)	[-0.01, 0.02]
Manager sex	-0.10 (0.16)	[-0.42, 0.21]	-0.06 (0.16)	[-0.38, 0.25]	-0.13 (0.16)	[-0.43, 0.18]
Employee CSR work role			0.09 (0.03)**	[0.04, 0.15]	0.04 (0.03)	[-0.01, 0.10]
Supervisor CSR work role					0.23 (0.04)**	[0.16, 0.31]
Employee CSR work role x supervisor CSR work role					-0.03 (0.01)**	[-0.05, -0.02]
R^2	0.00		0.02**		0.16**	
ΔR^2			0.02**		0.14**	
Interaction ΔR^2					0.04**	

Organization Member Performance

Regression Model	Model 1 B (SE)	Model 1 95% C.I.	Model 2 B (SE)	Model 2 95% C.I.	Model 3 B (SE)	Model 3 95% C.I.
Constant	12.37 (0.12)**	[12.14, 12.61]	12.35 (0.12)**	[12.12, 12.58]	12.39 (0.11)**	[12.17, 12.61]
Manager age	0.00 (0.01)	[-0.01, 0.01]	0.00 (0.01)	[-0.02, 0.01]	0.01 (0.01)	[-0.01, 0.02]
Manager sex	0.00 (0.16)	[-0.32, 0.31]	0.04 (0.16)	[-0.27, 0.35]	-0.03 (0.15)	[-0.32, 0.27]
Employee CSR work role			0.10 (0.03)**	[0.04, 0.15]	0.06 (0.03)*	[0.00, 0.11]
Supervisor CSR work role					0.27 (0.03)**	[0.20, 0.34]
Employee CSR work role x supervisor CSR work role					-0.03 (0.01)**	[-0.04, -0.01]
R^2	0.00		0.03**		0.18**	
ΔR^2			0.03**		0.15**	
Interaction ΔR^2					0.02**	

* $p < 0.05$; **$p < 0.01$

Table 4
Regression Results (continued)

	Employee Incivility					
Regression Model	Model 1		Model 2		Model 3	
	B (SE)	95% C.I.	B (SE)	95% C.I.	B (SE)	95% C.I.
Constant	1.38 (0.04)*	[1.30, 1.46]	1.38 (0.04)*	[1.30, 1.46]	1.38 (0.04)**	[1.30, 1.45]
Manager age	0.00 (0.00)	[-0.01, 0.00]	0.00 (0.00)	[-0.01, 0.00]	0.00 (0.00)	[-0.01, 0.00]
Manager sex	0.11 (0.05)*	[0.00, 0.21]	0.10 (0.05)	[0.00, 0.21]	0.11 (0.05)*	[0.01, 0.21]
Employee CSR work role			0.00 (0.01)	[-0.02, 0.02]	0.00 (0.01)	[-0.02, 0.02]
Supervisor CSR work role					-0.08 (0.01)**	[-0.11, -0.06]
Employee CSR work role x supervisor CSR work role					0.00 (0.00)	[-0.01, 0.00]
R^2	0.01		0.01		0.11**	
ΔR^2			0.00		0.10	

* $p < 0.05$; ** $p < 0.01$

Figure I
Interaction of Employee and Supervisor CSR Work Role on Individual Task Performance

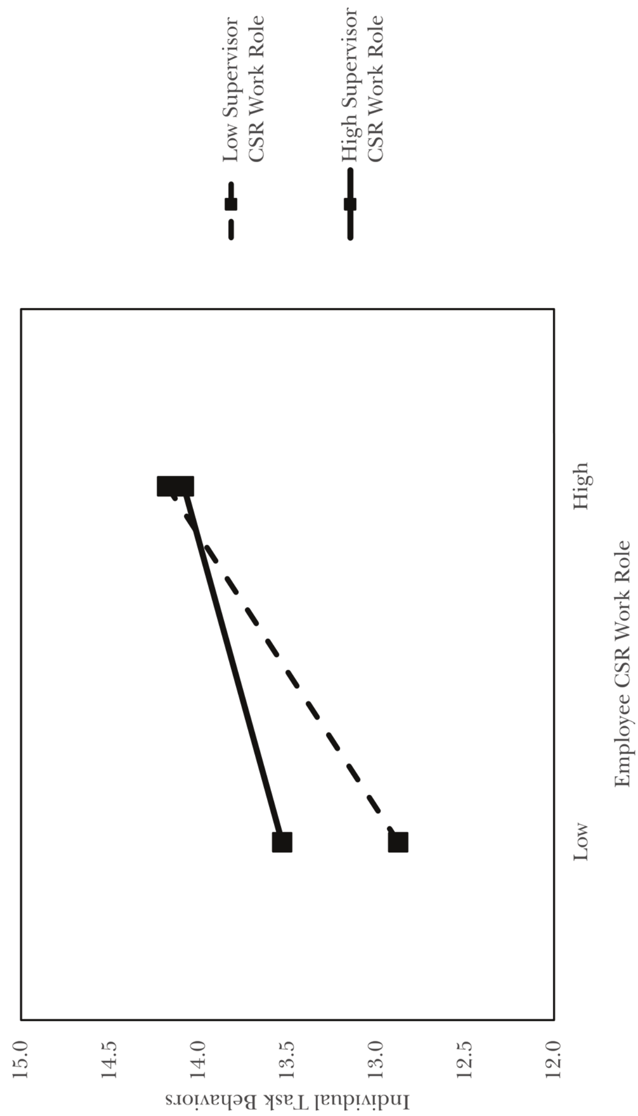
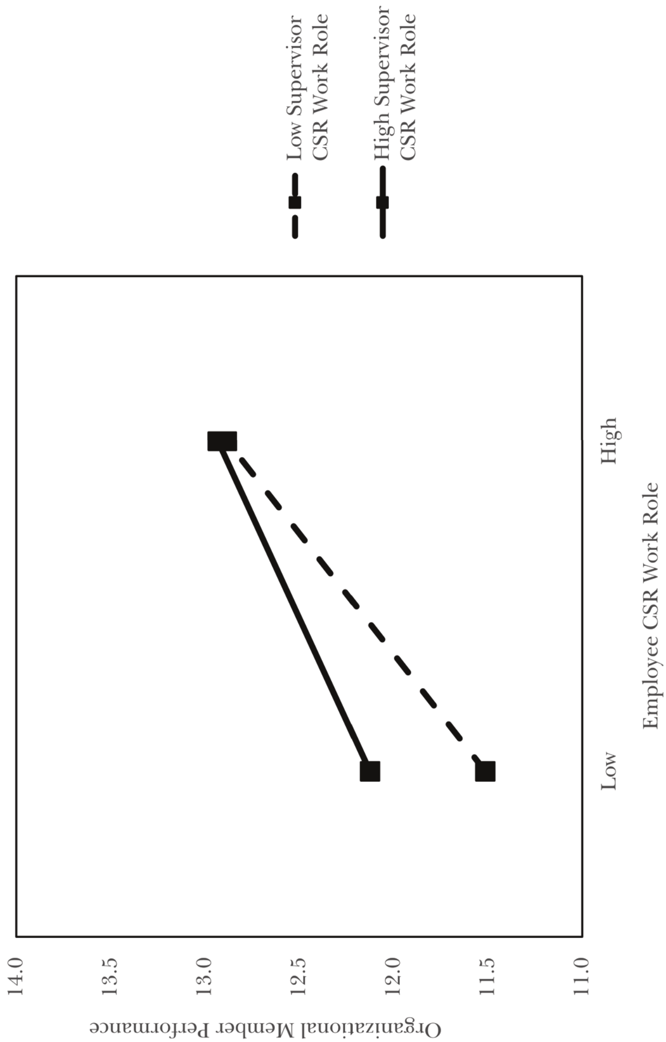


Figure II
Interaction of Employee and Supervisor CSR Work Role on Organizational Member Performance



DISCUSSION

This research tested a model of the effects of employee CSR work role definition on individual performance and incivility. Employees with an expanded definition of their work roles for CSR responsibilities were proposed to engage in higher levels of job performance and lower levels of incivility. Results support hypothesized relationships for task directed and organizational directed performance. Furthermore, the effects of employee CSR work role definition on task and organizational member performance are stronger when supervisor CSR work role definition is low. These findings suggest that (1) employees who define CSR as a part of their work role can be higher performers, and (2) supervisors can play an important role in creating a "strong situation" that cues appropriate employee behavior.

Theoretical Implications and Future Research

Day-to-day work role expectations of employees and their supervisors are a consequential, but understudied area of CSR research. However, there is a well-developed body of literature upon which one can draw conclusions regarding the effects that CSR work role definition will have on employee behavior. Historically, role breadth research examined work role content in terms of the traditional distinction between focal task behaviors and more volitional organizational citizenship behaviors (McAllister *et al.*, 2007). Aligned with these perspectives, social dimensions of work (e.g., impactful work, interacting with others inside and outside the organization) are emerging as influential aspects of job design (Grant, 2008; Humphrey *et al.*, 2007). By focusing on CSR at the employee level, CSR is described as a source of work role breadth entailing responsibilities to internal and external stakeholders. This expanded view of work roles, and work role breadth, provides a theoretical explanation of how CSR work role can impact individual level behavior. Participation in CSR uniquely reflects worthwhile and purposeful work that serves various organizational constituents by creating economic and social value (Opoku-Dakwa and Rupp, 2019). The current findings support the idea that work roles involving CSR can expand one's perceived set of performance obligations, which has consequences for both individual and organizational effectiveness.

Scholars suggest that involvement in CSR is likely to affect one's level of intrinsic motivation (Opoku-Dakwa and Rupp, 2019), though a more complete understanding of how and why this occurs is needed. The CSR work role definition – performance relationship observed in this study points to the opportunity for work design scholars to investigate the underlying motivational elements and psychological processes of CSR. For example, CSR work roles could be examined in relation to the categories of the expanded model of work design (Humphrey *et al.*, 2007). In particular, CSR work roles appear to include social characteristics such as interdependence and connections external to the organization. Research is needed to examine the effects of CSR work role definition as compared to more traditional job features. Future work design research could compare different motivational facets (e.g., meaningfulness, responsibility, intrinsic fulfillment) of CSR work definitions to provide a more complete understanding of how these facets fit into overall motivation.

This study also highlights the importance of the supervisor's CSR work role definition. Supervisor expectations can create a "strong situation" that guides employee behavior. More specifically, high levels of supervisor CSR work role definition act as a strong situational cue, compressing the variance of task performance and organizational member performance. Employee CSR work role definition, however, exhibits a stronger relationship with performance outcomes when supervisor CSR work role definition is low. Interestingly, employees with reduced CSR work roles yet working for supervisors having high CSR work role definitions also engaged in elevated levels of task and organizational performance. This finding is consistent with evidence of an empowering feature of supervisors viewed as ethically grounded (Kim and Kim, 2013) and thus, supervisors with CSR imbued work roles may be a strong signal to employees as an opportunity to engage in additional performance duties.

Future studies could examine the psychological process of how employees interpret their supervisors' CSR work roles vis-a-vis their place within the overall organization. As work roles are influenced, in part, by contextual cues, trickle down models of perception and experience may be informative. For example, how supervisors are personally treated often affects the perceptions and behaviors of their subordinates (Ambrose *et al.*, 2013). Trickle down effects can originate beyond supervisors; employee workplace climate perceptions regarding organizational level CSR also positively affect individual levels of CSR work role definition (Evans *et al.*, 2011). Since employees are situated within the broader social context of their employer, organizational culture (i.e., the shared beliefs and expectations among employees) (Schein, 2010) can also affect how employees view their work responsibilities and performance objectives. For instance, employees are likely to pick-up on cues from collectively celebrated financial results or social initiatives such as corporate volunteer programs. From an integrative perspective, work role definitions and performance behaviors are situated within a complex environment that entails organizational culture, policies, and employee climate perceptions (Kopleman *et al.*, 1990). Hence, future researchers could examine the multi-level social contextual conditions in which organizations and supervisors jointly influence employee level CSR work role definitions and job performance behaviors

Findings did not support the notion that CSR work role influences employee incivility. While it is difficult to interpret "null" results, emerging insights from recent social exchange perspectives provide some guidance. For example, one can view civility or incivility toward others as a type of person-to-person interaction (Cropanzano *et al.*, 2017). Researchers often view social interaction constructs bipolarly such that the presence of one behavior is expected to entail the absence of another behavior, yet this view is often oversimplified. Considering this study, individuals may not perceive CSR as part of their in-role definition, but that does not necessarily mean that they engage in the opposite behaviors of incivility. Low levels and high levels of CSR work role definition are a continuum, not opposites. A second theoretical insight from Cropanzano *et al.* (2017) is that employees may respond to workplace conditions either actively or inactively. Hence an employee with a low degree of CSR work definition may not publicly exhibit condescending behaviors (an active response) but may still harbor privately held negative opinions or purposely withhold desirable behaviors (an inactive response). If this is the case, then supervisors may be unaware of these inactive responses, and thus the method used to measure incivility may not have captured these less observable responses. Future researchers may wish to examine more nuanced responses to CSR work role definitions.

With regard to the nature of CSR, and in particular to the employee CSR work role, emerging research conceptualizes firm level CSR based on the target (Farooq *et al.*, 2017). Internal CSR is stewardship toward the workforce and organization, while external CSR entails actions to benefit stakeholders such as the community or suppliers. Though not studied at the work role level, findings from Farooq *et al.* (2017) suggest that the CSR target may produce differential responses from employees. Future research may wish to delineate CSR work role definition by targeted beneficiaries, and whether internal versus external CSR work role responsibilities produces differential performance outcomes.

Practical Implications

One implication of these findings is that employers (and supervisors) need a better understanding of how employees perceive their own personal CSR responsibilities. This is crucial since according to the Center for Corporate Citizenship ("State," 2017) many executives view their employees (managers and non-managers) as central actors in the successful implementation of CSR. This study shows that these perceptions vary widely among employees, and ultimately have an impact on behavior. Many employers may either (1) fail to recognize that employee CSR work role definition is important, or (2) assume that all employees share similar CSR work role definitions. Strategic-level plans and policies can be disconnected from daily operations. While employers may feel confident that their organization level CSR initiatives are (or will be) successful, they may be unaware of whether the individuals who enact day-to-day responsibilities truly view themselves as playing a role in CSR initiatives. Misperceptions are likely to negatively impact CSR implementation and employee performance-related behaviors.

Having employees think of their work role from a CSR perspective— economically, ethically, legally, and philanthropically— has an impact on important individual attitudes and behaviors as demonstrated by a myriad of studies (see overviews by Gond *et al.*, 2017; Rupp and Mallory, 2015). Hence, CSR involvement is not only desirable for many employees; this study demonstrates that having CSR embedded in an employee's work role is associated with beneficial task performance and organizationally directed performance. Furthermore, the supervisor CSR work role is an additional driving force behind how, when, and why employees think about their job performance expectations.

For organizations considering CSR as a firm level objective, the human resource management (HRM) system is one tool for aligning employee work roles with business objectives. HR practices can communicate and reinforce desired employee behaviors that can foster a line of sight (Bowen and Ostroff, 2004) such that employees have a clear understanding of how their individual jobs, and work performances, support organizational strategy (Buller and McEvoy, 2012). For instance, the opening vignette depicts Alex as revamping the data packet process in a way to cut costs and provide customers with data metrics. Work role duties expanded from "assemble paper report" to include "operational efficiencies" (economic responsibilities) and "provide customers with timely information" (ethical responsibilities). To execute these expanded duties, financial literacy and a customer stewardship orientation are needed. Companies pursuing CSR objectives can leverage HRM to provide employees with requisite CSR competencies. In the case with Alex, HRM can promote training and open communication policies that enable employees to understand their personal connection to the organizational profit and loss statement and relationships to clients. The intersection of corporate strategy and employee work roles is also evident in the growing practice of employee volunteerism. HRM can work with organizational leadership to design policies that provide time allowances or days of service that signal to employees the importance of serving the broader community (a philanthropic responsibility). Interestingly, volunteerism programs benefit not only the direct recipients but also advance the relationship management social skills of employees (Cycyota *et al.*, 2016). Ultimately, the individual and collective efforts of employees are the drivers of strategy execution (Buller and McEvoy, 2012). Therefore, organizations should use a system of HRM practices that are mutually supportive so that employees receive a consistent and clear message about CSR expectations. Further, the system of HRM practices should also be vertically aligned such that employees are motivated to engage in behaviors that support company strategy.

Limitations

The findings should be interpreted within the limitations of the study. First, causal inferences should be understood within the bounds of a cross sectional design. Causality was not tested and thus employees who are high performers may feel more comfortable broadening their work roles to include CSR. A possible alternative explanation is that supervisors with higher CSR work role expectations may view followers who are high in CSR work role as similar to themselves, and thus give them higher, perhaps biased, performance ratings. Though the tested model is theoretically rooted in role theory, studies could consider alternative theories and research designs. CMV is also a concern in survey research. Data was, however, sourced from multiple sources, including supervisor reports for their own work roles and the ratings of employee performance. Statistically, CMV is not likely to influence interaction effects (Siemsen *et al.*, 2010). Hence, the possibility of misleading relationships due to CMV is lessened.

The generalizability of these results should also be considered as the snowball method of recruitment has been criticized for being a convenience method, non-representative, and prone to falsification. Despite assurances of confidentially, multiple data sources and verification checks in the methods used, the possibility of misleading responses cannot be eliminated. However, student recruitment samples have been used successfully in research (e.g., Ambrose *et al.*, 2013), and meta-analytic evidence indicates that student recruitment samples produce comparable characteristics and statistical results as non-student recruited samples (Wheeler *et al.*, 2014). Lastly, public scrutiny and expectations for CSR can vary by industry therefore, researchers should examine how industry effects relate to CSR work role definitions.

Final Comments

Despite the strategic significance of CSR to organizations, the employee perspective is only recently receiving systematic attention. The findings of this study reveal that CSR responsibilities can be examined at the work role level of the employee and supervisor, and moreover, these experiences are associated with important job performance behaviors. Future researchers can benefit from the CSR work role perspective to better understand employee involvement in CSR and the consequences of employees as active CSR participants.

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