Psychological Impact of Corporate Social Responsibility Practices

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Abstract

There are various studies that have discussed the impact of Corporate Social Responsibility (CSR). However, the author has not found any studies that summarize this impact as a whole. The aim of this research is to summarize the various psychological impacts of CSR practices. CSR is a form of obligation carried out by company (managers) in carrying out activities based on community values and expectations. This research uses the scoping review method. In the process of searching and selecting relevant literature, six databases were used, based on six inclusion criteria. A total of 95 articles published between 2014 and 2024 were identified, screened, tested for eligibility, and reviewed by the author. The author found at least 12 psychological impacts of CSR programs. The twelve psychological impacts are categorized based on benefits for the company, employees, and society. It is hoped that these various psychological impacts can become a basis for balancing companies in organizing, evaluating, and planning CSR practices.

Keywords: *Corporate Social Responsibility, Scoping Review, Psychological Impact.*

Introduction

Background

The Pinky Movement, which was launched in 2020 by PT Pertamina (Persero), won the Gold winner award in the Sustainability Business sub-category at the 2023 Public Relations Indonesia Awards (PRIA). The Pinky Movement itself is a Micro Small Business Funding (*Pendanaan Usaha Mikro Kecil* or PUMK) program that provides loan credit assistance for Bright Gas outlets with the Creating Shared Value (CSV) concept. Through the Pinky Movement program, as many as 881 outlets and 854 small businesses using subsidized Liquified Petroleum Gas (LPG) have received assistance reaching Rp. 174.7 billion. The Pinky Movement is an example of implementing the Corporate Social Responsibility (CSR) program from PT Pertamina (Persero).

Another example of a CSR program is the program carried out by the HCL Foundation. HCL Foundation management launched the "HCL Samuday" program. This program is implemented with the aim of encouraging holistic development among underserved communities in rural and urban areas. Not only that, but the program also provides access to education, health services, and livelihood opportunities to create inclusive and sustainable communities. By providing access to these services, the HCL Foundation has encouraged increased community well-being. Well-being itself is a condition that occurs when someone lives happily, healthily and effectively (Ryan & Deci, 2001, in Juwita et al., 2018).

The CSR concept has been known for 71 years. Bowen (1953) defined CSR as a form of obligation that must be carried out by entrepreneurs/businessmen to carry out their business activities in accordance with the values that apply in society. Entrepreneurs are asked not to ignore the needs of society or not only focus on profits. The European Union states that CSR is a voluntary program from companies that is oriented towards human resources and the natural environment (European Commission, 2001). Aguinis and Glavas

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(2012) said that CSR is the action of company management to consider the impact of company operations on the social environment. CSR is a form of morality in running a business (Bowen et al., 2013).

CSR can be external and can be internal. External CSR is oriented towards carrying out programs that have a positive impact on the community around the company who are stakeholders. Examples of external CSR are paying taxes regularly and sustainably, complying with legal regulations, and paying attention to customer satisfaction (Turker, 2009). Meanwhile, internal CSR is oriented towards carrying out programs that have a positive impact on employees who are also stakeholders. Examples of internal CSR are paying attention to employee needs and desires, developing employee skills and careers; as well as motivating employees to participate in various volunteer activities (Ma & Latif, 2022).

Basically, CSR programs are organized by company management. The aim of company management is to improve the company's image so that it is considered to have ethical considerations in managing employees, especially when management is required to resolve conflicts between employees; or when management is required to contribute to overcoming conflicting social problems within the company (Rodriguez-Gomez et al., 2020). Through CSR, company management tries to show evidence that they are not only oriented towards economic interests/profits, but also towards efforts to meet social needs and environmental preservation (Kadlubek, 2015).

CSR programs can have a positive impact on employee management, such as: aligning interests, values, goals between employees and the organization (Voegtlin & Greenwood, 2016), providing leadership guidance in leading the company (Zhao et al. 2022), minimizing the negative image of the gambling industry and minimizing the negative consequences of people coming into the gambling industry (Tetrevova, 2023). However, CSR programs can also have negative impacts, such as: supporting the sustainability of the alcohol industry business and increasing the abuse of alcoholic drinks (harmful drinking) among the community (Mialon & McCambridge, 2018). From this research it appears that CSR programs not only have a positive impact, but can also have a negative impact.

The research above (Mialon & McCambridge, 2018; Tetrevova, 2023; Voegtlin & Greenwood, 2016; Zhao et al. 2022) has revealed several impacts of CSR programs. Researchers suspect that, apart from these several studies, there have been many studies that have identified the impact of CSR programs. However, it seems that research has not been explained that tries to summarize the impact of CSR programs, both positive and negative.

In this article, researchers intend to identify and summarize the various impacts of CSR programs. Researchers will conduct a literature review of various research articles regarding the impact of CSR programs. By knowing the impact of CSR programs, society can evaluate, be aware of, or accept CSR programs; and companies can have considerations for planning and developing CSR programs.

Methods

Data Acquisition Process

This research used six databases to search for scientific articles relevant to the research topic, namely: (a) PsycNet, an online publication from the American Psychological Association (APA); (b) ResearchGate; (c) Google Scholar; (d) Science Direct; (e) Springer; (f) Taylor & Francis Online. The search was carried out by focusing on the keyword "Corporate Social Responsibility" especially in the title of the article in the database.

Inclusion and Exclusion Criteria

To obtain articles that were relevant to the aims of this research, five inclusion criteria and exclusion criteria were used. The inclusion criteria for this research are: (a) Research journal articles on the Psychological Impact of Corporate Social Responsibility; (b) English language studies originating from international journals; (c) Empirical studies that do not involve developing measurement tools and meta-analysis; (d) Scientific articles registered in Scopus and Scimago; (e) Quality scientific articles from journals Q1 to Q3;

and (f) Scientific articles can be obtained free of charge. Meanwhile, the exclusion criteria applied are: (a) Research articles that are not written in English; and (b) Publications that do not focus on the impact of corporate social responsibility.

Study Selection

At this stage researchers selected literature obtained from various search engines which were mentioned previously in sub-chapter 2.1. regarding the Data Acquisition Process. Based on keywords, as well as suitability to the inclusion and exclusion categories of the research, researchers filter and determine the articles that will be used/discussed further. The articles collected from the search results at the beginning of this research were summarized using Microsoft Excel software. After removing duplicate articles, Microsoft Excel was used to perform the title and abstract screening procedure. Based on the procedure, the selection of articles starting from a total of 95, resulted in 12 articles that met the criteria. The article selection process was carried out by five authors, namely: NEY, VCC, TADV, MAS, and PTYSS. The process of selecting articles to be included/not included in this study can be seen in Figure 1 (PRISMA Flow Diagram).

Data Extraction

Five authors, namely: NEY, VCC, TADV, MAS, and PTYSS extracted data to fulfill research objectives. Five data points were obtained from the included studies: (a) Name of researcher; (b) Year of publication; (c) Research objectives and research questions; (d) Sample characteristics (location, sample size, sample age); and (e) CSR Impact. Data from the research abstract, findings, and conclusions are used to answer the research questions.

Quality Checklist and Reporting

To maintain the quality of this study's research articles, selected articles were re-evaluated through a screening process. The screening process aimed to assess the relevance of studies identified in the article search. This process is carried out in several stages of eligibility testing. The eligibility test was carried out using a checklist that referred to and was modified from previous research (Graça et al., 2023), which includes four criteria: (a) participants (place, gender, age, and education); (b) theoretical framework; (c) measurements used; and (d) the results obtained. Each criterion is scored with a range of five points. A score of 5 is given if the information is presented clearly. A score of 0 is given if information is not available. Articles that are declared eligible up to the final stage are limited to a relatively acceptable score, namely 12 points, and there is no score below 3 on a criterion.
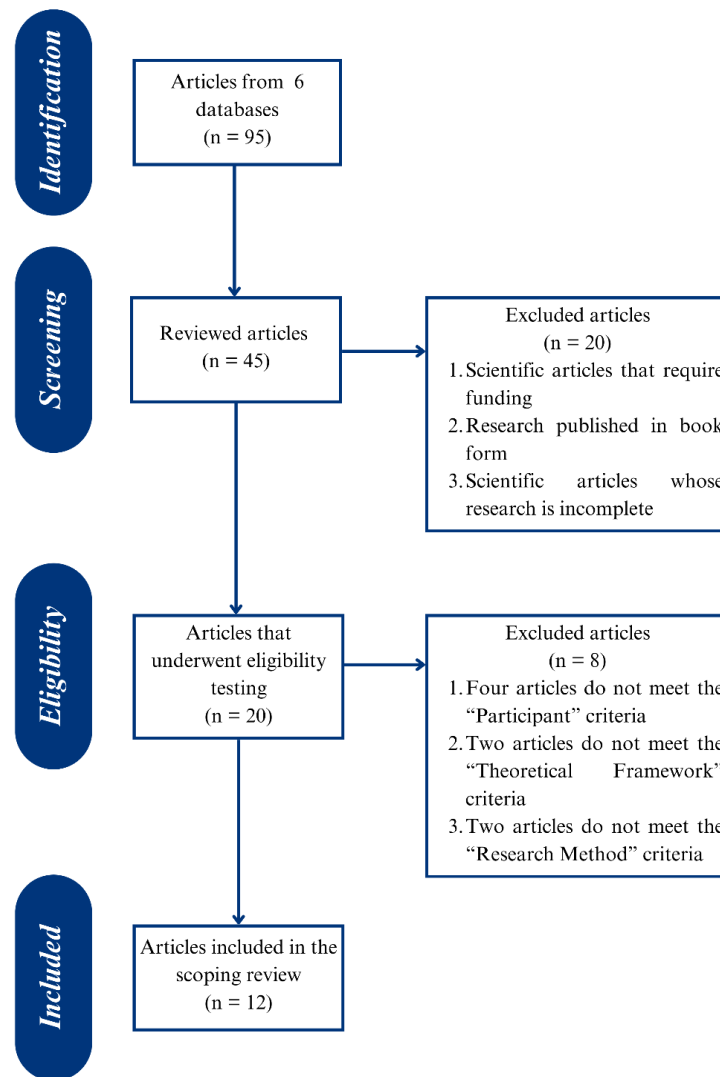
Picture 1 PRISMA Flowchart

Table 1 Quality Checklist and Reporting Procedures

Criteria	Score	

Participant
   Location
   Gender
   Age
   Education
	5 —
	
	0 —
		Provide complete information on research methods, especially on the participant section (contains information on the number of participants, research location, gender/sex, age, and education)
		Has not provided the required information thoroughly

Theoretical Framework	5 — 0 —	Provide information related to the theoretical framework (name of the theory used; author and year of the theory used; explanation of the concepts in the theoretical framework used; explanation of how the CSR variable is related/synthesized to the impact variable; hypothesis formulation) Has not provided the required information thoroughly

Measurements	5 —	Provide information on the measurement method used (name of measuring instrument used; reference for measuring instrument; number and examples of measuring instrument items; information regarding reliability; and information regarding the validity of the measuring instrument)
	0 —	Has not provided the required information thoroughly
Results	5 —	Provide information regarding research results (Name of data analysis method used; writing statistical reporting; use of tables/figures; interpretation of statistical reporting; evaluation of research results)
	0 —	Has not provided the required information thoroughly

Results

Study Characteristics

This scoping review was conducted using 12 articles that investigated the Impact of Corporate Social Responsibility. These twelve articles were published from 2014 to 2024, supporting statements regarding the impact of implementing CSR programs so that they are considered relatively new and continuing to develop. In Table 2, the results of the quality assessment and report are attached as an eligibility test.

Table 2. Summary of Quality Assessment and Reporting

No	Author(s)	Title	Impact	Method	Score				Total Score
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1	Kim et al. (2021)	"The Power of Ethical Leadership": The Influence of Corporate Social Responsibility on Creativity, the Mediating Function of Psychological Safety, and the Moderating Role of Ethical Leadership	Psychological Safety	Quantitative	5	3	4	4	16
2	Ali et al. (2021)	Corporate Social Responsibility and Work Engagement: Mediating Roles of Compassion and Psychological Ownership	Psychological Ownership	Quantitative	5	4	5	5	19

3	Islam et al. (2016)	Behavioral and psychological consequences of corporate social responsibility: need of the time	Organizational Identification (OI)	Quantitative	4	4	3	4	15
4	Koch-Bayram & Biemann (2024)	How corporate social (ir)responsibility influences employees' private prosocial behavior: An experimental study	Environmental Self-Identity	Quantitative	5	4	3	5	17
5	Rela et al. (2020)	Corporate social responsibility practice and its effects on community well-being in Southeast Sulawesi, Indonesia	Community Well-Being	Quantitative	5	3	4	5	17
6	Ma & Latif (2022)	How to improve employee psychological well-being? CSR as a sustainable way	Employee psychological well-being	Quantitative	5	5	3	5	18
7	Hu et al. (2019)	The employee-focused outcomes of CSR participation: The mediating role of psychological needs satisfaction	Psychological needs satisfaction	Quantitative	3	5	5	4	17
8	Kunz (2020)	Corporate Social Responsibility and Employees Motivation—Broadening the Perspective	Intrinsic Work Motivation	Quantitative	4	5	3	5	17
9	Jin et al. (2024)	Impact of corporate social responsibility on employee loyalty: Mediating role of person-organization fit and employee trust	Employee Trust	Quantitative	4	5	4	5	18
10	Liu et al. (2014)	The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference	Perceived Brand Quality	Quantitative	5	3	5	5	18
11	Lee et al. (2018)	Impact of a gaming company's CSR on residents' perceived benefits, quality of life, and support	Residence's Perceived Benefit	Quantitative	5	5	4	5	19
12	Lau et al. (2021)	CSR and casino hotel branding: The joint	Corporate Image	Quantitative	5	5	4	5	19

moderation of CSR misfit and corporate awareness							

Note: P = Participant; TF = Theoretical Framework; RM = Research Methodology; R = Results

Impact of Corporate Social Responsibility

Psychological Safety

The first impact of CSR is increasing psychological safety. Psychological safety is the feeling of security experienced by employees when carrying out risky actions/decisions; when conveying sensitive problems/issues; when expressing a request for help to a colleague (Edmondson, 1999). The higher the CSR score - the more employees perceive that company management pays attention to employee wants/needs; company policy supports employees in skill/career development – thus the higher the level of employee psychological safety. CSR includes training, education, and safety programs. Through these practices, employees can feel cared for and treated as valuable members of the organization. This perception allows employees to feel safe and protected by the organization. They develop psychological resources by showing their true selves without worrying about being judged or rejected.

Psychological Ownership

The second impact of CSR is increasing psychological ownership. Psychological ownership is a condition that occurs when individuals feel that the organization is a complete part of themselves and when individuals have a high sense of ownership of the organization (Pierce et al., 2003; Dyne & Pierce, 2004). The higher the CSR score - the more the organization actively carries out humanitarian projects; care about external and internal interests; pay attention to environmental and social conditions – thus the higher the level of psychological ownership of employees. This impact can be explained by the self-worth theory from Aberson et al. (2000). According to self-worth theory, an organization's ethical behavior in carrying out CSR can increase a sense of pride and a strong sense of identity towards the organization. Through the organization's ethical behavior, employees' needs for self-concept and self-enhancement can be met. Thus, employees' sense of psychological ownership can increase (Korschun et al., 2014).

Organizational Identification (OI)

The third impact of CSR is increasing organizational identification (OI). OI is the employee's perception of the organization/workplace, where the employee views that the organization/workplace is part of them; or employees perceive that various praise, success, criticism, or failures of the organization/workplace are also praise, success, criticism, or personal failures of employees (Mael & Ashforth, 1992). The higher the CSR score - the more the organization/workplace makes charitable donations; the organization/workplace provides care programs for customer and family problems - the higher the employee's level of organizational identification (OI). This impact can be explained by the Social Identity Theory by Tajfel (1978), individuals make social comparisons to classify themselves into (ingroup) or outside groups (outgroup). Organizations that implement CSR will increase their sense of pride in their employees. Based on cognitive processes, employees can make social comparisons with other groups. Members who compare good CSR actions in their organization with other organizations will increase their self-esteem, resulting in optimism and a sense of pride as members of the group. According to Branco and Rodrigues (2006) in the journal by Islam et al. (2016), CSR behavior can increase enthusiasm to identify oneself with the organization, so that organizational identification (OI) increases.

Environmental Self-Identity

The fourth impact of (E)CSR is environmental self-identity (ESI). ESI is an employee's perception that he or she should be an environmentally friendly individual; that being friendly to the environment is important (Werff et al., 2013). The higher the (E)CSR score - the more employees perceive that the company has policies that benefit the environment; the company carries out actions that are beneficial to the environment; the company carries out business procedures that consider its impact on the environment - the higher the ESI level. Through these practices, employees will feel that they have to act friendly to the environment. Referring to the theory of moral consistency, CSR programs that have a positive impact on the environment can make employees tend to act consistently. This happens because previous moral behavior can influence subsequent moral behavior (Mullen & Monin, 2016).

Community Well-Being

The fifth impact of CSR is community well-being. Community well-being is a community consisting of people who care and interact with each other every day in the places where they live (Flint et al., 2008) and is a conceptual framework that combines social, economic, environmental, cultural, and political dimensions (Murphy, 2010; Hart, 1999). The higher the company's CSR - the more society perceives that there is trust and reciprocity; availability of employment and business opportunities; environmental quality, environmental sustainability of green spaces, transportation, air quality, energy quality, physical and psychological health - this will increase the dimensions of Community well-being. This impact can be explained by the Sense of Community theory developed by McMillan and Chavis in 1986. According to the Sense of Community theory, the CSR dimension has a significant and positive outcome on the Community well-being dimension to be able to improve the capabilities and welfare of local communities, thus showing that the company can meet the ongoing needs of society.

Employee Psychological Well-Being

The sixth impact of CSR is employee psychological well-being. Employee psychological well-being can be broadly defined as optimal psychological functioning and experiences (Marenus et al., 2021) including dimensions such as life satisfaction and personal growth (Ryan et al., 2001). The more CSR programs carried out by companies - the more companies implement flexible regulations; implementing policies that consider balance between work and personal life - the greater the employee's encouragement to develop their skills and career. This happens because when the rules and norms provided by the company are in line with employees' natural reactions to work situations and reduce employee uncertainty, employee self-regulation will increase. Referring to the ego depletion theory from Muraven et al. (2012), CSR programs that have a positive impact on employees can increase employee self-regulation, which ultimately improves employee psychological well-being (PWB).

Psychological Needs Satisfaction

The seventh impact of CSR is psychological needs satisfaction. Psychological needs satisfaction is the innate desire of humans to develop and achieve their maximum potential, which depends on their ability to fulfill basic psychological needs (Deci et al., 2001; Ryan & Deci, 2000). The higher the level of participation of hotel employees in carrying out CSR programs - the more employees are able to contribute ideas to improve the hotel's CSR program; actively involved in implementing hotel CSR; work behavior complies with the hotel's CSR standards - the higher the level of employee satisfaction with their psychological needs. This impact can be explained by the self-determination theory by Deci and Ryan (1985), that hotel employees who have the initiative to carry out CSR will be able to fulfill their basic psychological needs through special knowledge and skills, psychological freedom and have a sense of responsibility for their actions and develop close relationship between other parties.

Intrinsic Motivation

The eighth impact of CSR is intrinsic work motivation. Intrinsic work motivation is the encouragement to do work voluntarily because employees enjoy their work; likes their job; happy with their work (Gagné et al., 2010). The higher the CSR score - the more opportunities the organization provides for employees to

be directly involved in the CSR programs being implemented; on the social and philanthropic activities carried out - the higher the level of intrinsic work motivation of the employees. This happens because through these practices, employees can develop their own knowledge and skills, take initiative and make decisions independently, and create interpersonal relationships with other parties. Thus, CSR programs can increase employees' intrinsic work motivation by fulfilling human needs, especially competence and relatedness (Ryan & Deci, 2000).

Employee Trust

The ninth impact of CSR is employee trust. Employee trust is an employee's belief that he or she will get help and support from the organization when they need it; that the company will treat them fairly (Jin et al., 2014). The higher the CSR score - the more the organization provides social and environmental assistance; the organization seeks to minimize the negative impact of its business operations; the organization contributes to the welfare of society - the higher the level of employee trust of its employees. According to Social Exchange Theory (SET) proposed by Blau (1964), when organizations carry out activities that are beneficial to society and the surrounding environment, employees' trust in the organization can grow. This happens because employees see that the organization is not only focused on business profits, but also cares about social and environmental welfare. Through this, employee trust in the organization will increase.

Perceived Brand Quality

The tenth impact of CSR is perceived brand quality. Perceived brand quality is a consumer's assessment of the quality of a brand (Erdem et al., 2006). The higher the CSR score - the more the organization implements environmentally friendly business concepts; implementing programs that are beneficial to the environment; using facilities that do not damage the environment - the higher the level of perceived brand quality that will be received by the organization. This impact can be explained by the stakeholder theory from Freeman (1984). According to stakeholder theory, by carrying out CSR programs, organizations show the public that they also care about issues in the environment. The care that this organization shows can improve the organization's image which ultimately increases consumer evaluation of a brand.

Perceived Benefit

The eleventh impact of CSR is perceived benefit. Perceived benefits are people's beliefs that they also receive profits, job opportunities and income from business development by a company (Lee & Back, 2003; Lee & Back, 2006; Lee et al., 2010). The higher the CSR score - the more the company strives to revive the regional economy; engage in social welfare projects; provide educational programs - the higher the level of perceived benefit to society. When companies carry out these programs, the community will also benefit. According to Social Exchange Theory (SET) from Blau (1964), this mechanism will produce reciprocal benefits. With perceived benefits, it is hoped that the community will be further encouraged to support the sustainability and smooth running of the business run by a company.

Corporate Image

The twelfth impact of CSR is corporate image. Corporate image is the perception/impression/view of the public about an organization (Kim et al., 2017). The higher the CSR score - the more the organization actively participates in activities that preserve the environment; provide something to society - the higher the level of corporate image the organization has. According to Human Associative Memory (HAM) theory, the human brain will store information about CSR programs provided by organizations. This information will be stored in a person's memory as part of their association with the organization. These memories can then emerge and influence a person's perception of an organization which in turn can influence the image of the organization itself (Lee & Chung, 2018; Liu et al., 2014).

Discussion

CSR is an important program that can bring benefits to many parties. Wati (2019) said that CSR not only provides benefits for companies and their employees, but also for the environment, consumers, and local communities. Through CSR, company image (Ardani & Mahyuni, 2020), employee and community welfare (Herman, 2018), and environmental welfare (Kurnia et al., 2019) can be better.

The various impacts can be classified into three categories based on the beneficiaries. The first category, CSR has an impact on the company, namely, to improve: (a) perceived brand quality and (b) corporate image. The second category, CSR has an impact on employees, namely promoting: (a) psychological safety, (b) psychological ownership, (c) organizational identification, (d) environmental self-identity, (e) employee psychological well-being, (f) psychological needs satisfaction, (g) intrinsic work motivation, and (h) employee trust. The third category is that CSR has an impact on society, namely, to increase: (a) community well-being, and (b) perceived benefits.

This research has several advantages compared to others. First, this literature provides a comprehensive picture of CSR programs by providing concrete examples from two different companies, namely PT Pertamina (Persero) and HCL Foundation. This literature provides readers with a better understanding of the various CSR programs that can be carried out by companies from various sectors.

Second, this literature links theory with case studies. The authors connect the CSR concept with concrete examples of CSR programs carried out by certain companies. This helps readers to understand the theoretical concepts of CSR and how they apply in real contexts.

Third, this literature identifies the impact of CSR. These results will provide a more balanced and realistic perspective on CSR, helping readers understand that although one or two CSR programs can have the potential to have a negative impact, in general CSR is a program that has many positive impacts.

Fourth, this literature has succeeded in identifying and summarizing 12 psychological impacts of implementing CSR programs clearly and in detail and dividing these impacts into different categories based on the benefits for the company, employees, and society in general.

Fifth, this literature challenges and reflects. The authors highlight that although there is a large body of research on the impact of CSR programs, there has been no adequate effort to comprehensively summarize that impact. Thus, this literature provides challenges and reflections for other researchers to conduct more comprehensive studies on the impact of CSR programs. With the advantages of this literature, it can be a useful source for readers to understand how CSR impacts companies, employees, and society as a whole.

There are several limitations to this study that create opportunities for future research. First, the database used in this research is limited. Researchers believe that there are many other relevant sources and databases that can be used for future studies. Second, the research used is only research that meets the criteria set by the author, thereby limiting additional research that can explain the impact of CSR further. Lastly, the studies used are studies that can be accessed freely, this is due to financial limitations. Future research could include a more extensive and complete study of the impact of CSR. This research recommends that further research explore better sources and databases that use various languages. Further research can also examine the factors that influence CSR programs on companies, employees, or society in general.

Conclusions

This literature can contribute to explaining and summarizing the various impacts of implementing CSR programs. There are at least 12 psychological impacts of CSR implementation. The author tries to categorize the twelve impacts into three categories based on their benefits, namely for the good name of the company, for employees, and for society in general.

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