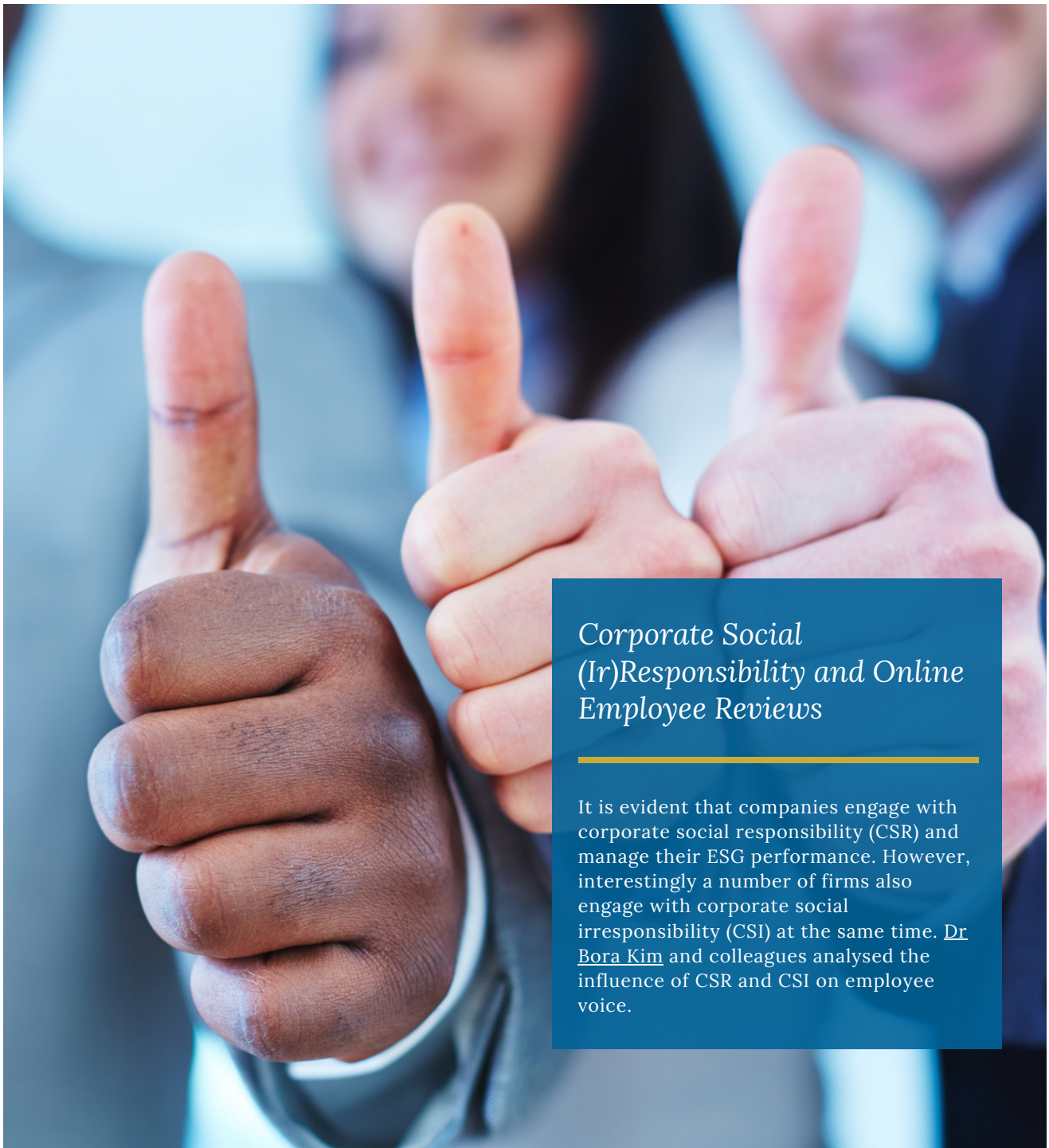


# Academic Weekly Digest

## School of Hospitality & Tourism Management



### Corporate Social (Ir)Responsibility and Online Employee Reviews

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It is evident that companies engage with corporate social responsibility (CSR) and manage their ESG performance. However, interestingly a number of firms also engage with corporate social irresponsibility (CSI) at the same time. Dr Bora Kim and colleagues analysed the influence of CSR and CSI on employee voice.

# Impact of corporate social (ir)responsibility on volume and valence of online employee reviews

Dr Bora Kim

CSR takes into account expectations of various stakeholders, including employees, customers, and the wider society. One primary stakeholder of any firm is its employees. Interestingly, a number of firms also engage with corporate irresponsible behaviours often with the aim of creating shareholder value at the expense of others.

The existence or co-existence of CSR and CSI can influence employee voice behaviour in online review platforms. According to a recent survey, 78% of job seekers utilize online employee review (OER) websites to form an opinion about a prospective employer. Therefore, OERs not only represent relatively more objective employee evaluations about their firm, but also significantly influence a firm's external and internal reputations.



“CSR plays a critical role in volume and valence of employee online reviews of a firm. However, CSI should be managed with equal importance to benefit from the positive effect of CSR”

Building upon ethical climate theory and employee voice as the main theoretical basis, the study results show that a firm's CSR initiatives directly increase both the volume and valence of employee OER. On the other hand, CSI incidents accelerates the positive effect of CSR on the OER volume but attenuates CSR's positive effect on OER valence. Managers of hospitality and tourism firms can consult the findings to reflect the intricate CSR-OER relationship in their CSR efforts when faced with CSI incidents and to strategize employee voicing and satisfaction management.

## Further Reading:

Jang, S., Kim, B., & Lee, S. (2022). Impact of corporate social (ir) responsibility on volume and valence of online employee reviews: Evidence from the tourism and hospitality industry. *Tourism Management*.

Link: [bit.ly/3wAONNu](https://bit.ly/3wAONNu)