

# Academic Weekly Digest

## School of Hospitality & Tourism Management



### Why businesses implement external CSR?

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To examine why enterprises act heterogeneously towards the institutional environment, [Mohamed Ibrahim](#) supervised by [Albert Kimbu](#) and [Alector Ribeiro](#) delineated a model unlocking the relationship between institutional pressures and external CSR. Using survey data from the managers of hospitality and tourism enterprises in Egypt and the UK, they found that both stakeholder issue salience and discretionary slack mediate this relationship, with noticeable variations across Egyptian and British managers.

# Recontextualising the determinants of external CSR in the services industry: A cross-cultural study

Mohamed Ibrahim, Dr Albert Kimbu, Dr Manuel Alektor Ribeiro

CSR researchers have long been interested in the relationship between the institutional environment and CSR. However, the effects of institutional pressures on CSR have been inconsistent. Therefore, we delineated an integrative conceptual model unlocking the link between institutional pressures and the organisational tendency for external CSR engagement. Both managerial interpretation and stakeholder issue salience were posited to simultaneously function as dual cognitive mechanisms mediating the relationship between institutional pressures and external CSR. Discretionary slack was embedded in our model as a sequential mediating mechanism that arguably transmits the influence of those cognitive mechanisms to external CSR. Across Egypt and the UK, we found that stakeholder issue salience and discretionary slack mediate the link between institutional pressures and external CSR, and national culture moderates the effects of institutional pressures on both stakeholder issue salience and external CSR.



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Managers  
willingness and  
ability drives  
organisational  
adoption of  
external CSR in  
response to  
institutional  
pressures  
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Taken together, the results demonstrate that managers' interpretations of CSR issues and assessments of their accessibility to available resources affect organisational responsiveness to the institutional environment. Managers are recommended to use stakeholder issue salience as an effective identification typology of CSR issues. National policymakers are advised to frame relative institutional mechanisms to their unique context to foster the efficacy of socially responsible business models. As a long-term consequence, this could lead to today's global social challenges, such as poverty, climate change and water scarcity, being partially resolved.

## Further Reading:

Ibrahim, M. N., Kimbu, A. N., & Ribeiro, M. A. (2023). Recontextualising the determinants of external CSR in the services industry: A cross-cultural study. *Tourism Management*.

Link: [bit.ly/3VoH5zg](https://bit.ly/3VoH5zg)