

Putting People First: Female CEOs and Relational CSR

Abstract

In the following research, the authors investigate the differential impact of a female CEO on corporate social responsibility (CSR) initiatives and introduce two new measures of CSR: relational and rational. Using self-construal theory as the foundation for their research, the authors investigate this phenomenon in a large-scale study using 19,969 firm-year observations from 1993 to 2013. Further, they look at the boundary conditions surrounding this impact using different components of CEO power. Their findings indicate that female CEOs are more likely to have higher levels of relational CSR strengths as well as high rational CSR strengths and are also less likely to get involved in controversies. Further, female CEOs who are board chair and who have longer tenure strengthen that relationship, while those with a higher pay gap tend to lessen the effects.

Keywords: *Female CEO, Corporate Social Responsibility, CEO Power, Rational CSR, Relational CSR, CEO Duality, CEO Pay Gap, CEO tenure*

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