

**"Responsible organizations dealing with invisible workplace norms:  
when the responsibility process collides with the “ideal worker”  
norm"**

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**ABSTRACT**

Although corporate social responsibility (CSR) can affect employees, we know little about *how* it affects them. There is an increasing need to shed more light on the impact of internal corporate social responsibility (CSR) practice on employees and their behavior in the workplace. The purpose of this article is to understand how employees experience CSR policies (in this case, work-life balance (WLB) programs) in relation to the “ideal worker” norm. The “ideal worker” norm refers to the image of the most desirable worker as one who is totally committed to, and always available for his or her work. This article draws empirical evidence from a research study that was carried out in two companies with the aim of capturing the perceptions of 44 employees in relation to the implementation of WLB policies. The results show that the positive perception and active use of WLB programs is influenced by the ideal worker norm, work identity and organizational support.

**Key words:** internal CSR; ideal worker norm; work-life balance; work identity