



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MiM)

MASTER'S FINAL WORK

DISSERTATION

**CORPORATE SOCIAL RESPONSIBILITY: A KEY TO FOSTER
ORGANISATIONAL IDENTIFICATION AND WORK ENGAGEMENT**

JOANA MARGARIDA DO CRUZEIRO NOBRE CARNEIRO

MARCH - 2024



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GLOSSARY

AVE – Average Variance Extracted.

CSR – Corporate Social Responsibility.

PLS – Partial Least Squares.

SDG – Sustainable Development Goals.

SEM – Structural Equations Modeling.

SET – Social Exchange Theory

SIT – Social Identity Theory.

SPSS – Statistical Package for the Social Sciences.

VIF – Variance Inflation Factor.

ABSTRACT

Corporate Social Responsibility (CSR) plays a crucial role nowadays, both as a strategy for organisational success and as a mean to attain sustainable development. This dissertation aims to analyse the impact of different CSR dimensions – environment and society, employees, customers and consumers, and governments – on Organisational Identification and Work Engagement. Additionally, the aim of this paper is to study the mediating role of Organisational Identification in the relationship between CSR and Work Engagement.

Through an online survey, a sample of 225 participants was gathered. The results indicate that respondents, on average, perceive their corporations as socially responsible and present positive levels of Organisational Identification and Work Engagement. CSR towards governments is the CSR dimension with the highest mean, while CSR towards employees was the one with the lowest mean. It is also noteworthy that male participants and participants from private organisations have significantly higher means in these two dimensions of CSR than female participants and participants working in public organisations. Additionally, participants with managerial roles have significantly higher means for CSR towards employees than participants who do not have managerial roles.

Using the Structural Equation Modeling, the hypotheses outlined were analysed. The results show that CSR towards employees is the only dimension positively impacting both Organisational Identification and Work Engagement. Remarkably, the dimension of CSR which has the lowest mean in the sample is the only one which impacts participants' Organisational Identification and Work Engagement. Additionally, Organisational Identification mediates the relationship between CSR towards employees and Work Engagement. Moreover, this analysis concluded that CSR explains 15,7% of Organisational Identification variance, while CSR and Organisational Identification combined explain 41,1% of Work Engagement variance.

KEYWORDS: Corporate Social Responsibility; Organisational Identification; Work Engagement.

TABLE OF CONTENTS

1. Introduction.....	1
2. Literature Review	5
2.1. Corporate Social Responsibility	5
2.1.1. Concept.....	5
2.1.2. Dimensions	7
2.1.3. Consequences	7
2.2. Organisational Identification	8
2.1.1. Concept.....	8
2.2.2. Consequences	9
2.3. Work Engagement	10
2.3.1. Concept.....	10
2.3.2. Dimensions	11
2.3.3. Consequences	11
2.4. Conceptual Model.....	12
2.4.1. Corporate Social Responsibility and Organisational Identification	13
2.4.2. Corporate Social Responsibility and Work Engagement	14
2.4.3. Organisational Identification and Work Engagement	15
2.4.3. Mediating Role of Organisational Identification in the Relationship Between CSR and Work Engagement.....	16
3. Empirical Study	18
3.1. Methodology.....	18
3.1.1. Sample	18
3.1.2. Instruments	19
3.2. Results.....	21

3.2.1. Mean and Standard Deviation	21
3.2.2. Analysis of Significant Differences Among Subgroups of the Sample .	21
3.2.3 Analysis of the Relationships Among Variables	24
3.2.3.1 Measurement Validity and Reliability	24
3.2.3.2. Model Estimation Results	25
3.3. Discussion of Results.....	27
4. Conclusion	30
4.1. Study's Contributions	30
4.2. Study's Limitations and Suggestions for Future Research.....	31
References.....	33
Appendices	41
Appendix I – Measurement Scales	41
Appendix II – Statistical Analysis Tables	46

TABLE OF FIGURES

FIGURE 1 - Stakeholder Model	6
FIGURE 2 - Conceptual Model	17
FIGURE 3 - Final Structural Model	26

TABLES

Table I - Descriptive Statistics and Reliability	46
Table II - Student's t-test: Differences by Gender	46
Table III - ANOVA: Differences By Age	46
Table IV - Student's t-test: Differences by Marital Status	47
Table V - Student's t-test: Differences by Having Children	47
Table VI - ANOVA: Differences by Education	47
Table VII - Student's t-test: Differences by Sector	47
Table VIII - ANOVA: Differences by Type of Contract	48
Table IX - Student's t-test: Differences by Tenure	48
Table X - ANOVA: Differences by Managerial Roles	48
Table XI - Means, Standard Deviations and Standardized Loadings of Indicators	49
Table XII - Reliability and Validity Measures	50
Table XIII - Heterotrait-Monotrait Ratio	50
Table XIV - Significant Direct Effects and Effect Sizes	50
Table XV - Significant Indirect Effects	50

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1. INTRODUCTION

Corporate Social Responsibility (CSR), has emerged as a fundamental aspect of organisations' strategic deliberations since the global circumstances, societal perspectives and expectations have been rapidly shifting and shaping the competitive landscape (Werther & Chandler, 2005). Thus, CSR is deemed to be a key issue not only among management, environmental and psychological academic literature but also within the current organisational setting (Aguilera et al., 2007; Lindgreen & Swaen, 2010; Rupp et al., 2013).

CSR might be defined as the organisation's commitment to conduct the business in a socially responsible manner across the different domains, ensuring a balance between the stakeholders' demands and concerns (Aguilera et al., 2007).

In 2015 the United Nations proposed the 17 Sustainable Development Goals (SDG), which can be considered a framework for organisations to implement CSR initiatives, while at the same time, by implementing these initiatives, organisations can positively impact the health of the planet, and contribute to a sustainable development (Fallah Shayan et al., 2022). Therefore, CSR is an important topic to be discussed, since it has an important role in helping achieve the SDGs (Mishra, 2021).

Since organisations are increasingly more aware of the impact and importance of CSR practices, there has been a general growth of CSR initiatives, which leads to the question – how do they impact and influence the different stakeholders, employees, suppliers, investors, consumers, and the government? (Aguinis & Glavas, 2012). Despite the significance of all stakeholders, employees hold a fundamental role in any discussion regarding CSR and its consequences (Aguilera et al., 2007).

Research on CSR and its relationship with stakeholders is extensive (e.g. Freeman, 1984; Jones, 1995). However, typically it has focused on how it affects the external stakeholders, leaving the impacts that CSR initiatives have on employees (internal stakeholders), understudied (Aguilera et al., 2007; Rodrigo & Arenas, 2008; Turker, 2009b).

Nevertheless, there already exists some evidence showing that organisations' social initiatives have a major impact on their employees. For instance, research has

acknowledged that a job applicant's will to work for a particular organisation is significantly influenced by the applicant's perception of the organisation's corporate social performance (Greening & Turban, 2000; Turban & Greening, 1997). Furthermore, some findings highlight the impact of CSR on various job-related outcomes, including job satisfaction (Aguinis & Glavas, 2012; De Roeck et al., 2014; Valentine & Fleischman, 2007), organisational commitment (Aguilera et al., 2007; Brammer et al., 2007; Turker, 2009a), turnover intention (W. Wang et al., 2017), organisational citizenship behaviour (Iqbal et al., 2018), Organisational Identification (Kim et al., 2010), and Work Engagement (Gao et al., 2018).

Despite the existing studies and the growing body of literature on this matter, it still leaves room to further investigate CSR as a four-dimensional concept, originally developed by Turker (2009b). The concept of CSR presented by the author is divided into four dimensions: CSR towards society and environment, CSR towards employees, CSR towards customers and CSR towards governments. However, the specific impacts of each of these four CSR dimensions are still understudied Turker (2009b).

Moreover, the current literature is still lacking a consistent theoretical framework to elucidate the mechanisms through which an organisation's CSR initiatives impact its employees. It is crucial to understand this process in order to help further management theory and practical applications. Such understanding will pave the way for the development of organisational strategies that successfully use CSR for favourable employees' outcomes (Farid et al., 2019).

One such mechanism is Organisational Identification, this concept is defined as one's sense of belongingness to an organisation, whether directly or indirectly through shared experiences, as well as its accomplishments and failures (Mael & Ashforth, 1992). The existing research points out that Organisational Identification positively influences individuals' performance, job involvement (Lee et al., 2015), job satisfaction, commitment (Karanika-Murray et al., 2015; Lee et al., 2015), Work Engagement (Karanika-Murray et al., 2015), and it still increases trust and loyalty (Shalabi, 2019). Building on existing literature showing the relationship between CSR and Organisational Identification (e.g., Glavas & Godwin, 2013; Hameed et al., 2016; Kim et al., 2010; Rodrigo & Arenas, 2008), this paper is going to further analyse this relationship.

Additionally, this paper will delve into Work Engagement, a “positive, fulfilling work-related state that is characterized by vigour, dedication, and absorption.” (Schaufeli et al., 2002, p.74). It is extremely important for an organisation to have engaged employees since it affects individuals’ performance by increasing commitment and organisational citizenship behaviour (Sun & Bunchapattanasakda, 2019). Additionally, Work Engagement results in innovative work behaviours (Christian & Slaughter, 2007), and low levels of absenteeism (Neuber et al., 2022). Despite the recent investigation on the impact of CSR on Work Engagement (e.g., Farid et al., 2019; Gao et al., 2018), this study will further develop this relationship.

In sum, given the importance of continuing to investigate the effects of CSR on employees, as well as the significance of the topic nowadays, the present paper will further study the impact of CSR on two other critical aspects of today’s organisational setting – employees’ Organisational Identification and Work Engagement. Specifically, this study will deepen the research by studying not only the variables of CSR as a whole but also the impact of its dimensions.

To be precise, the purpose of this study is to analyse, in the Portuguese organisational context, whether the employees who perceive their organisation as socially responsible, feel a greater Organisational Identification, as well as whether they are more engaged in their work. Additionally, the study aims to investigate the mediating role of Organisational Identification in the relationship between CSR and Work Engagement.

Therefore, the main points being addressed in the present study are:

- Analysis of CSR perception, Organisational Identification, and Work Engagement levels, concerning a sample of workers, in the Portuguese organisational context;
- Analysis of whether there are significant differences in the variables being studied among different groups within the sample (e.g., gender, age, education);
- Analysis of the relationships established between CSR, Organisational Identification, and Work Engagement.

Considering the objectives outlined, the paper is organised into four chapters. The initial chapter encompasses the introduction, while the second, the literature review,

which delves into the concepts being studied, as well as the relationships established among them. The following chapter presents the empirical study, which aims to explain the methodology, characterise the sample, describe the measure instruments, and ultimately present and discuss the results. Finally, the fourth chapter summarizes the study's contributions and limitations found, and additionally presents suggestions for future research.

2. LITERATURE REVIEW

This chapter aims to present a brief literature review, exploring the fundamental concepts used to develop the basis of this study, namely CSR, Organisational Identification, and Work Engagement. Afterwards, studies will be presented to illustrate the relationships established between the concepts, thereby sustaining the hypotheses formulated, and the conceptual model developed.

2.1. Corporate Social Responsibility

2.1.1. Concept

The inception of social responsibility's modern era must be attributed to Howard R. Bowen's 1953 publication of "Social Responsibility of the Businessman" since it is acknowledged as the first book to explore the subject. Since then, various authors with diverse perspectives helped develop the concept of social responsibility. Nevertheless, the absence of unanimity regarding the definition of a concept led to a certain ambiguity (Carroll, 1979).

On the one hand, in 1960, Keith Davis proposed a definition of social responsibility as "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest." (Davis, 1960, p.70).

On the other hand, Milton Friedman had a different view of what should be the social responsibility of a businessman. Friedman stated that CSR is all about running the business according to stockholders' desires, which is mostly maximizing profit, without going against the basic rules of society, both legal and ethical (Friedman, 1970/2007).

According to Friedman, businessmen should make as much money as possible through all available means. For instance, if increasing production leads to a greater profit, they should produce more even if it results in higher environmental pollution. Therefore, the governments are the responsible institutions to tackle these issues, using the taxes companies pay (Friedman, 1970/2007).

After this controversial argument, various authors stepped in and presented their beliefs regarding the concept and dimensions of CSR.

In 1984, Edward Freeman presented the stakeholder theory stating that “there are groups and individuals who can affect, or are affected by, the achievement of an organization’s mission” (Freeman, 1984, p.52), highlighting their importance in the success of an organisation (Freeman, 1984). Figure 1 represents the stakeholder model developed by Freeman.

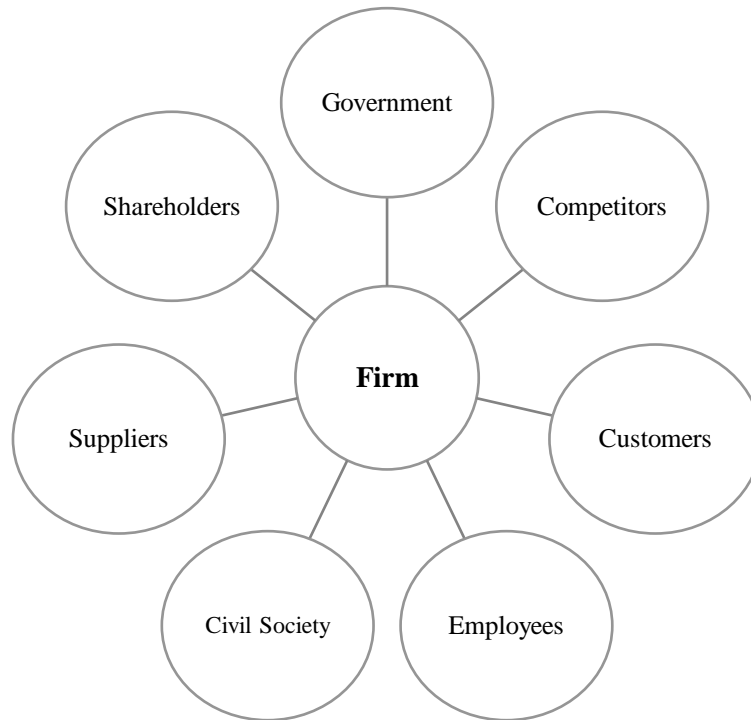


FIGURE 1 - Stakeholder Model

Adapted from: Freeman (1984). *Strategic management: A stakeholder approach*. Pitman.

Turker (2009b), subscribes the stakeholder theory (Freeman, 1984), and defines CSR as the positive impacts of businesses on their stakeholders. More recently, the European Commission defined CSR as “the responsibility of enterprises for their impacts on society. (...) To fully meet their CSR, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumers’ concerns into their business operations and core strategy in close collaboration with their stakeholders, with the aim of maximizing the creation of shared value for their owners/shareholders and for their stakeholders and society at large; and identifying, preventing and mitigating possible adverse impacts” (European Commission, 2011).

2.1.2. Dimensions

There are three different theories regarding how to categorise CSR. First, Carroll (1979) defined CSR as the array of obligations a company has towards society, categorised by economic, legal, ethical and discretionary responsibilities. First and foremost, the economic responsibilities since companies are the fundamental economic unit within society. Simultaneously, companies have legal responsibilities regarding their business operation, society expects companies to run businesses following legal requirements. In addition, organisations have obligations that go beyond the framework of laws and regulations, ethical responsibilities, and also discretionary responsibilities, that is voluntary and more ambiguous responsibilities that society expects companies to fulfil.

The second way of categorising CSR is to split it into internal CSR, regarding employees and external CSR, concerning external stakeholders (Brammer et al., 2007).

In addition, Turker (2009b) categorises CSR into four different dimensions, grounded on Freeman's theory – CSR towards employees, customers, governments, and the environment, future generations NGO's and society in general. Freeman's definition of stakeholder allowed the acknowledgement of the social parties that engage, possess interest, and influence the organisation's decisions (Jones, 1995).

There is a clear bond between the CSR and the stakeholders. The definitions of CSR were never clear regarding to whom the organisation is responsible. The introduction of the stakeholder concept clarifies the social or societal responsibilities by identifying specific groups or people, companies should prioritise in their CSR approach (Carroll, 1991). "The stakeholder nomenclature puts "names and faces" on the societal members who are most urgent to business, and to whom it must be responsive." (Carroll, 1991, p.43).

2.1.3. Consequences

CSR is important for organisations since there is a positive correlation between CSR and financial performance. Furthermore, organisations that actively participate in CSR activities are more likely to be perceived as responsible entities by society, developing a greater ability to reduce conflicts with stakeholders (Gupta & Das, 2022).

Besides the indisputable financial consequences, CSR has also non-financial impacts. CSR is correlated with an increased firm reputation, a better relationship with stakeholders and customers, and hence a higher firm valuation. CSR also leads to increased brand loyalty, and an enhanced employee attitude and behaviour (Velte, 2022).

CSR is also important due to its effect on organisational commitment, non-financial performance and customer purchasing intention (Santini et al., 2021).

In addition, whenever employees perceive CSR, they show positive beliefs and attitudes, such as perceived external prestige, organisational support, organisational commitment, organisational justice, and job satisfaction. Furthermore, perceived CSR increases positive behaviours, particularly job performance, organisational citizenship behaviour and creativity (Y. Wang et al., 2020).

2.2. Organisational Identification

2.1.1. Concept

The concept of Organisational Identification stems from social identification, first presented in the Social Identity Theory (SIT) developed by Henri Tajfel and John Turner (1979). According to the SIT, individuals frequently group themselves and other people into different social groups based on factors including age, gender, religious affiliation, and engagement with a particular organisation (Tajfel & Turner, 1979).

According to the SIT, identification is the “perception of oneness with a group of persons” and “stems from the categorization of individuals, the distinctiveness and prestige of the group, the salience of outgroups, and the factors that traditionally are associated with group formation” (Ashforth & Mael, 1989, p.20).

Ashforth and Mael (1989) correlated these two concepts for the first time stating that “organizational identification is a specific form of social identification.” (p. 22) since the previous literature failed to distinguish organisation identification from internalisation and commitment.

Mael and Ashforth (1992) were also between the first authors to apply Tajfel and Turner’s findings to organisational theory, presenting the definition of Organisational Identification as a “perceived oneness with an organization and the experience of the

organization's successes and failures as one's own." (p.103). It is the individual's sense of belongingness to an organisation, whether directly or indirectly through shared experiences, as well as its accomplishments and failures.

In 1998, Pratt clarified the difference between the concepts identity and identification. Despite, the similarity, the former refers to "Who am I", while the latter concerns whom the individual is in relation to the others. In addition, the author explained that Organisational Identification arises as one's convictions regarding the organisation become incorporated into one's own identity, becoming a definition and a reference (*self-defining* and *self-referential*) (Pratt, 1998).

Pratt (1998) also contributed to the categorisation of Organisational Identification into identification through *affinity*, and identification through *emulation*. The identification through *affinity* occurs whenever one identifies with an organisation by sharing the same beliefs and values as the organisation. The identification through *emulation* arises from one's incorporation of the organisation's beliefs and values, through a process of change and adaptation instigated by socialisation.

2.2.2. Consequences

It is reasonable to anticipate that identification is closely related to the development of loyalty and a sense of pride in connecting with the group and its undertakings (Ashforth & Mael, 1989).

Organisational Identification also increases job satisfaction and its impact on job satisfaction is channelled through Work Engagement, particularly via the dimensions of vigour and dedication. Individuals who identify with their organisation also exhibit high levels of Work Engagement, characterised by a sense of enthusiasm and commitment to their tasks. Consequently, they derive job satisfaction from their work (Karanika-Murray et al., 2015).

Organisational Identification is also important since it is highly related to key attitudes and behaviours of employees that impact the organisation. Individuals who identify with their organisation show job involvement, job satisfaction, commitment, as well as in-role performance and extra-role performance (Lee et al., 2015).

Organisational Identification is deemed to increase loyalty and organisational trust levels. In order to achieve an extraordinary level of loyalty, the organisation should foster Organisational Identification between employees, which will result in trust among all organisation levels. Despite this, Organisational Identification is able to improve organisational loyalty independently (Shalabi, 2019).

Furthermore, Organisational Identification has an important role whenever the organisation is going through a process of change. The results show that whenever the leader promotes Organisational Identification throughout this process, employees experience a feeling of belongingness and connectedness. In addition, this fosters employees' engagement, the achievement of goals, an alignment of purpose and vision, and still a lower turnover rate. Individuals who identify with the organisation present higher motivation levels and tend to be more creative at their job. Moreover, employees become open-minded regarding innovation, and both absenteeism and stress levels decrease. In a post-change paradigm, the organisation shows greater growth levels, as well as productivity (Aitken & Von Treuer, 2021).

2.3. Work Engagement

2.3.1. Concept

Kahn (1990) was among the pioneers developing the concept of Work Engagement, characterising engaged employees as individuals who demonstrate complete physical, cognitive, and emotional connectivity with their work roles.

Kahn (1990) outlines meaningfulness, safety, and availability as the three psychological conditions for engagement and disengagement. Employees experience an increased engagement whenever they find themselves in a state of psychological meaningfulness and safety, alongside with a full psychological availability.

Work Engagement may also be seen as the opposite of burnout, since engagement is characterised by energy, involvement, and efficacy, whereas burnout dimensions are exhaustion, cynicism, and inefficacy, standing in direct contrast with each other (Maslach et al., 2001).

Although different definitions were discussed through the years, Schaufeli et al. (2002) presented the well-known concept of engagement: “a positive, fulfilling work-related state that is characterized by vigour, dedication, and absorption.” (p.74).

Schaufeli and Bakker (2004) describe engagement as an enduring and widespread emotional and cognitive state that is not directed towards any specific object, event, individual, or behaviour.

Additionally, Work Engagement can be defined as the channelling of energy and effort towards the accomplishment of organisational purposes (Macey et al., 2009).

2.3.2. Dimensions

As already mentioned, Work Engagement is categorised into three different dimensions, vigour, dedication, and absorption (Schaufeli & Bakker, 2004).

Vigour is about having lots of energy, dynamism, and resilience at work, it is also characterised by effort and persistence even whenever difficulties arise. In addition, dedication is the dimension accountable for the sense of significance, enthusiasm, inspiration, pride, and ability to face challenges. Finally, absorption is deemed to be responsible for one’s full and effortless concentration, as well as one being engrossed in work, such that time passes without one perceiving it (distortion of time), and one also finds it hard to detach from work (Schaufeli & Bakker, 2004).

2.3.3. Consequences

According to Bakker (2011), engaged employees are more willing to employ additional and voluntary effort when performing their work roles, leading to greater job performance. Hence, Work Engagement is extremely important to benchmark the well-being not only of employees but also of the organisation as a whole.

Work Engagement is also highlighted for its motivational aspect, due to its ability to bring out individuals’ maximum potential, raising their chances of accomplishing and maintaining greater performance levels (Soares & Mosquera, 2019).

Furthermore, Work Engagement has a positive impact on both individual performance and organisational performance. Regarding individual performance, Work Engagement increases organisational commitment and positive behaviours, such as

organisational citizenship behaviour. Concerning organisational performance, it raises customer satisfaction levels and increases the financial return (Sun & Bunchapattanasakda, 2019).

Increased levels of Work Engagement may lead to thinking and acting innovatively, as a response to work challenges, meaning an increase in innovative work behaviour (Sari et al., 2021).

Engaged individuals present higher task performance and lower levels of absenteeism, which means that Work Engagement stimulates work attendance, even whenever health conditions may not be favourable. In contrast, employees that present lower levels of engagement, are more frequently willing to stay home (Neuber et al., 2022).

It is also important to highlight that the absorption dimension of Work Engagement may have two sides, meaning that not always or not for every employee it is an advantage or a good aspect. Sometimes whenever one is completely engaged, one is not only immersed in the positive parts but also in the negative parts of the work, which leads to a variation in job satisfaction levels (Karanika-Murray et al., 2015).

2.4. Conceptual Model

The present section of the paper serves the purpose of defining and presenting the hypotheses developed, supported by the literature review. These hypotheses, which ultimately led to the development of the conceptual model that will be applied in the empirical study, concern the relationships established between CSR and Organisational Identification and Work Engagement, as well as the relationship among Organisational Identification and Work Engagement.

Besides this, and before anything else two theories will be introduced. These theories might be applied to the relationships addressed in the model developed.

Firstly, the Social Exchange Theory (SET) might help explain the relationship between CSR and Work Engagement, since according to the theory individuals engage in relationships based on the expectation of receiving rewards and minimising costs (Cropanzano & Mitchell, 2005). CSR activities and efforts towards employees themselves, as well as other stakeholders, are crucial in influencing how individuals

perceive this win-win setting characterised by mutual reciprocity. Whenever organisations establish a commitment to social responsibility, employees notice the organisation as fulfilling its obligations not only to themselves but also to society at large. This perception enhances employees' willingness to give something back to the organisation, and one way of doing so is through their Work Engagement.

On the other hand, the Social Identity Theory (SIT) proposed by Tajfel and Turner (1979), suggests that individuals categorise themselves into social groups and derive a sense of belongingness to these groups. When individuals strongly identify with a particular group, such as their organisation, they tend to adopt the norms, beliefs, and goals of that group as their own. CSR programs can serve as indicators of the organisation's commitment to social responsibility, strengthening the sense of shared identity between employees and the company. This shared identity fosters a sense of cohesion, loyalty, and alignment with the organisation's values, ultimately enhancing employee engagement and organisational performance. This means that, besides the fact that CSR initiatives promote a sense of belongingness among employees who share the organisation's values, which helps explain the relationship between CSR and Organisational Identification, it also promotes Work Engagement since employees are more likely to experience positive emotions such as pride, satisfaction, and fulfilment in their work. These positive emotions further enhance their Work Engagement by motivating them to invest their time and energy into their work tasks. In this way, the SIT helps understand how Organisational Identification and Work Engagement are positively associated, as well as how CSR and Organisational Identification are also positively associated.

2.4.1. Corporate Social Responsibility and Organisational Identification

Kim et al. (2010) studied the impact of socially responsible practices on internal stakeholders, (i.e., employees), in five different organisations, operating in various sectors. As a result of this research, they found a correlation between the organisations' engagement in CSR initiatives and Organisational Identification. The authors suggest that, in practical terms, the adoption of socially responsible behaviours is an effective method for maintaining and nurturing positive relationships between the organisation and its employees, and this is further enhanced by increased Organisational Identification.

In addition, Rodrigo and Arenas (2008) showed that whenever an organisation implements CSR programs and employees positively react to it, it prompts individuals, who previously viewed the company merely as a workplace, to perceive it as an organisation whose values and beliefs are aligned with their own, establishing a sense of identification with the organisation. Due to this sense of congruence of values and principles, employees see their own social vision mirrored in the culture of the organisation. Additionally, one perceiving his or her organisation as socially responsible results in one feeling proud of it, as well as facing the work as if the organisation was his or her own, presenting increased levels of commitment and job satisfaction (Rodrigo & Arenas, 2008).

Some other authors, such as Glavas and Godwin (2013), and Hameed et al. (2016) also studied the relationship between perceived CSR and Organisational Identification. The authors concluded that employees feel an increased Organisational Identification when they perceive their organisation as socially responsible. The greater the CSR image and employees' perception, the stronger the Organisational Identification.

H1: CSR is positively associated with Organisational Identification.

H1a: CSR towards the environment and society is positively associated with Organisational Identification.

H1b: CSR towards employees is positively associated with Organisational Identification.

H1c: CSR towards customers and consumers is positively associated with Organisational Identification.

H1d: CSR towards governments is positively associated with Organisational Identification.

2.4.2. Corporate Social Responsibility and Work Engagement

Farid et al. (2019) show a positive correlation between CSR and Work Engagement. Employees who perceive their organisation as socially responsible present higher levels of engagement at the workplace. Y. Wang et al. (2020) reinforced the idea that employee's perception of CSR is positively related to Work Engagement.

Additionally, Gao et al. (2018) found the existence of a direct and positive impact of CSR on Work Engagement. Particularly, CSR initiatives towards customers, employees, the community, environment, as well as regarding legal and ethical concerns have a major impact on employees' engagement in the workplace, especially CSR activities concerning employees.

Some other studies concluded that external CSR perception has positive effects on employees' Work Engagement through organisational pride. Likewise, internal CSR positively impacts Work Engagement via organisational pride (Jia et al., 2019).

Further research indicates that CSR strongly predicts Work Engagement since employees feel a sense of compassion and psychological ownership (Ali et al., 2021). Additionally, other studies find that CSR is able to predict Work Engagement as well, however going deeper in the research Duthler and Dhanesh (2018), concluded that social and sustainable dimensions of CSR significantly influence social and affective dimensions of Work Engagement.

H2: CSR is positively associated with Work Engagement.

H2a: CSR towards the environment and society is positively associated with Work Engagement.

H2b: CSR towards employees is positively associated with Work Engagement.

H2c: CSR towards customers and consumers is positively associated with Work Engagement.

H2d: CSR towards governments is positively associated with Work Engagement.

2.4.3. Organisational Identification and Work Engagement

There has been little research on the relationship between Organisational Identification and Work Engagement, however, there already exist some studies that point to a link between Organisational Identification and the level of employees' Work Engagement (Karanika-Murray et al., 2015).

Research shows that individuals who identify with their organisation also exhibit high levels of Work Engagement, characterised by a sense of enthusiasm and commitment to their tasks (Karanika-Murray et al., 2015).

Furthermore, this subject continues to be studied, and as a result, Van de Berg (2023) also concluded that exists indeed a positive impact of Organisational Identification on Work Engagement.

H3: Organisational Identification is positively associated with Work Engagement.

2.4.3. Mediating Role of Organisational Identification in the Relationship Between CSR and Work Engagement

Although very little, some research on the mediating role of Organisational Identification between CSR and Work Engagement can be found. Esmaeelinezhad et al. (2015) concluded that Organisational Identification, indeed plays a mediating role in the relationship between perceived internal and external CSR and Work Engagement.

H4: Organisational Identification plays a mediating role between CSR and Work Engagement.

H4a: Organisational Identification plays a mediating role between CSR towards the environment and society and Work Engagement.

H4b: Organisational Identification plays a mediating role between CSR towards employees and Work Engagement.

H4c: Organisational Identification plays a mediating role between CSR towards customers and Work Engagement.

H4d: Organisational Identification plays a mediating role between CSR towards governments and Work Engagement.

Finally, since the literature review has been presented and the hypotheses delineated, the conceptual model is presented as follows (Figure 2).

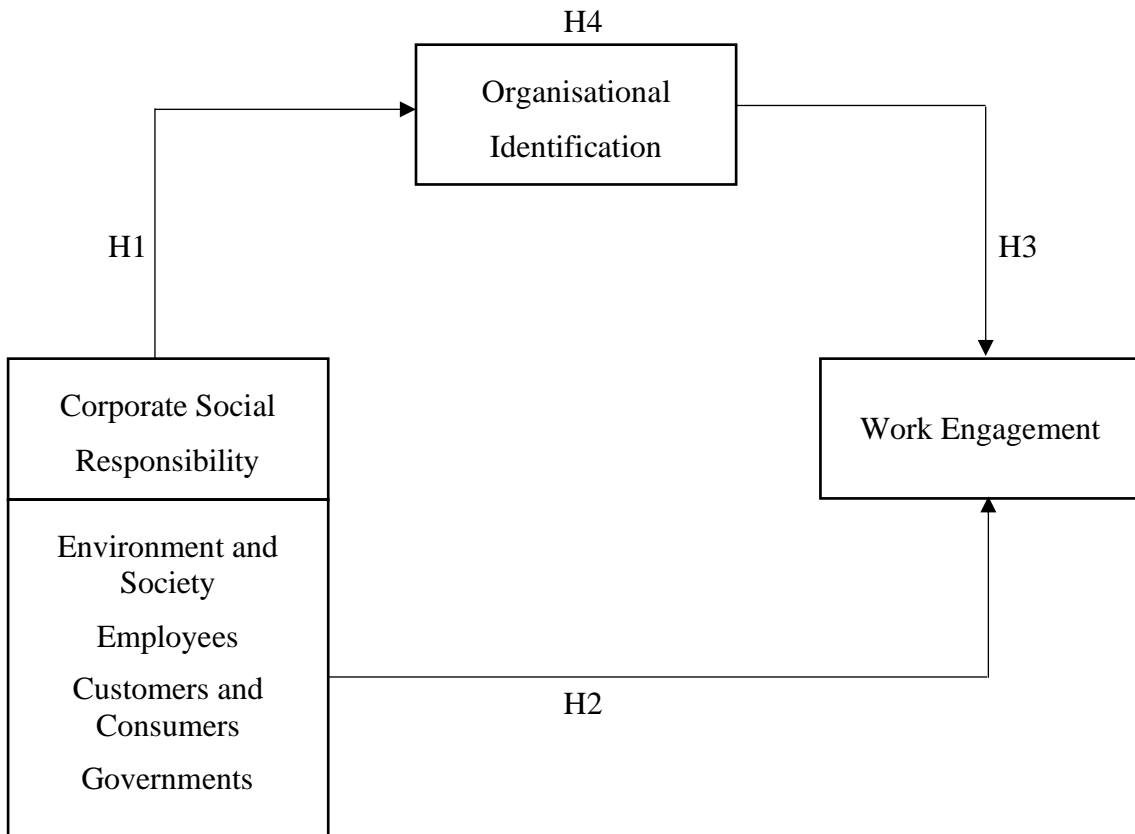


FIGURE 2 – Conceptual Model

Adapted from: Kim et al. (2010); Glavas & Godwin (2013); Rodrigo & Arenas (2008); Farid et al. (2019); Gao et al. (2018); Jia et al. (2019); Karanika-Murray et al. (2015); Van de Berg (2023); Esmaeelinezhad et al. (2015).

3. EMPIRICAL STUDY

3.1. Methodology

Considering the predefined objectives, this research employs a quantitative methodology, using numerical data collection for a comprehensive analysis of statistical correlation among the variables under study.

Therefore, a survey was developed, which included a questionnaire for each variable, through the *Qualtrics* platform. The participants were provided with a brief explanatory framework of the study, as well as the voluntary and anonymous nature of the survey.

Aiming to target the Portuguese active population, the survey was distributed mainly through social media, such as *WhatsApp*, *Instagram*, and *LinkedIn*. It was shared throughout December of 2023 and January of 2024. Additionally, the softwares IBM SPSS Statistics and SmartPLS were used to analyse the collected data, which is the foundation of the subsequent chapters of this paper.

3.1.1. Sample

The sample of this study includes 225 participants. However, given the optional character of the social demographic questions, 2 of the participants chose not to answer these questions, representing 0,9% of the total sample.

Therefore, among all the 223 respondents, 140 are females, representing 62,2% of the total sample, and 83 are male, which is 36,9% of the sample.

The majority of the sample, 83 people, are between 18 and 25 years old (36,9%), the second largest age group is 41 to 50 years, with 48 answers (21,3%). In addition, there are 40 people whose age is between 31 and 40 years (17,8%), followed by 36 participants between 51 and 60 years old (16%). The less representative age groups are 26 to 30, with a total of 11 answers (4,9%), and more than 60 years, which consists of 5 answers (2,2%).

Regarding marital status, 116 of the participants are single, representing 51,6% of the sample, while 107 are not single (47,5%), including 90 married (40%), 15 divorced (6,7%), 1 widowed person (0,4%), and 1 person other (0,4%). Additionally, regarding whether people have or do not have children, 102 people do have children (45,7%) and 121 do not have children (54,3%).

In what concerns the education levels, most of the surveyed have a bachelor's degree, 108 people which represents 48%. Then, 27,1% of the sample, meaning 61 answers, have completed high school and 45 people have a master's or a postgraduate degree (20%), 6 of the surveyed finished elementary school (2,7%) and 3 have a PhD (1,3%).

Additionally, the majority of the participants, 170 people, work in the private for-profit sector (75,6%), while 27 work in the public sector (12%), and 26 in the private non-profit sector (11,6%). For the type of contract, 150 of the respondents have a permanent contract (66,7%), 27 have a temporary employment contract (12%), 20 have an internship contract, 18 are independent workers (8%), and the remaining 8 people have other types of contracts (3,6%).

Regarding tenure in the organisation, 64 participants have been there for less than a year (28,4%), 61 people have been in the organisation for 1 to 5 years (27,1%), 25 of the respondents belong in the group of 6 to 10 years in the organisation (11,1%), followed by 34 people who have been in the organisation for more than 20 years (15,1%). Additionally, the groups of 11 to 15 and 16 to 20 years in the organisation have 19 answers each (8,4% each).

The majority of respondents are qualified professionals, 101 people in total (44,9%). Then, there are 34 people who are supervisors or team managers (15,1%), 27 who are highly qualified professionals (12%), middle managers represent 10,7% of the sample with 24 responses, followed by 15 top-level managers (6,7%) and 21 non-qualified professionals (9,3%). Furthermore, 150 participants perform a managerial role in their organisations (66,7%), while 73 do not, representing 32,4% of the sample.

3.1.2. Instruments

The survey (Appendix I), consists of three different blocks of questions, corresponding to the three variables under study (CSR, Organisational Identification, and Work Engagement), and a fourth group of ten questions concerning the sociodemographic data of the respondents. In total, the survey comprised 50 questions, and all the variables were measured through a *Likert* scale ranging between 1 (Strongly disagree) and 5 (Strongly agree).

In order to assess the internal consistency of the scales, a reliability analysis was carried out using Cronbach's Alpha (α), which ranges between 0 and 1, being deemed reliable when $\alpha \geq 0,70$ (Field, 2013).

The first group of questions concerns CSR, and it was measured using Turker (2009b) scale, which was translated and adapted to Portuguese by Rafael et al. (2012). The scale encompasses 17 statements, divided into four dimensions. Dimension 1 corresponds to CSR towards society and the environment (items 1, 2, 3, 4, 5 and 6) dimension 2 concerns CSR towards employees (items 7, 8, 9, 10, 11 and 12), while dimension 3 is about CSR towards customers and consumers (items 13, 14 and 15), and dimension 4 about CSR towards governments (items 16 and 17).

This scale presents a high level of reliability since the results show a Cronbach's Alpha of 0,92 for the whole scale and all items present a correlation with the scale superior to 0,2. Moreover, Cronbach's Alpha is also higher than 0,7 for each dimension – environment and society $\alpha=0,887$, employees $\alpha=0,874$, customers and consumers $\alpha=0,778$ and governments $\alpha=0,82$.

The second questionnaire aims to measure employees' Organisational Identification, using Mael and Ashforth (1992) scale, which was translated and adapted to Portuguese by Noronha (2013). The scale comprises 6 statements about one's feelings regarding his or her organisation. The scale is deemed to be reliable since the analysis results present a Cronbach's Alpha equal to 0,821 and a correlation with the scale superior to 0,2 for all items.

The third part regards Work Engagement, which was measured using UWES – Utrecht Work Engagement Scale (Schaufeli et al., 2002) that includes 17 statements split into three dimensions. Dimension 1 is vigour and corresponds to items 1, 4, 8, 12, 15 and 17, dimension 2 is dedication which corresponds to items 2, 5, 7, 10 and 13, while items 3, 6, 9, 11, 14 and 16 are about the third dimension, absorption. This scale was translated and adapted to Portuguese by Teles et al. (2017).

The reliability analysis for this scale showed good internal consistency, since it presents a Cronbach's Alpha of 0,923 for the whole scale, while all items present a correlation with the scale above 0,2. Additionally, Cronbach's Alpha is also higher than 0,7 for all dimensions – vigour $\alpha=0,793$, dedication $\alpha=0,876$, and absorption $\alpha=0,785$.

3.2. Results

This section is dedicated to presenting the results of the study, considering the objectives outlined in the introduction. Initially, the findings regarding the mean and standard deviation of the scales within the total sample will be presented, followed by an analysis of significant differences among subgroups of the sample. To conclude, a structural equations analysis according to the hypotheses formulated in the conceptual model will be provided. The tables referencing these results can be found in Appendix II.

3.2.1. Mean and Standard Deviation

Following the analysis of the scales' reliability and having verified their consistency, the mean and standard deviation were computed for each variable in the total sample. All variables were measured using a five-point Likert scale, which means a theoretical midpoint of 3. Results can be found and analysed in Table I.

At first glance, it is evident that the mean values of all research variables in the overall sample surpass the theoretical midpoint, CSR being the variable presenting the greater mean (3,8693), and particularly, its dimension governments, standing out with a mean of 4,3667. Additionally, it is also worth emphasising the dimension customers and consumers of the variable CSR as well, presenting a mean of 4,1956. Those remaining, environment and society and employees show a mean of 3,7607 and 3,6489, respectively.

Organisational Identification follows CSR with a mean of 3,683. Work Engagement with a mean value of 3,6308, is the lowest when compared with the other two variables. Among the three dimensions, dedication presents the highest mean (3,8667), followed by vigour with a mean of 3,6274. Absorption is the dimension with the lowest mean value of 3,4378.

3.2.2. Analysis of Significant Differences Among Subgroups of the Sample

Aiming to address the second objective outlined in the first chapter, an analysis of significant differences within subgroups of the sample was conducted using ANOVA (Analysis of Variance) and the Student's t-test. The former was used to compare the means of more than two groups, thus in this study, it was applied to the variables age, education, and tenure. For the remaining variables, a Student's t-test was performed, since

it is suitable whenever comparing two groups. Differences between groups are considered significant when the significance value (ρ) is such that $\rho \leq 0,05$, meaning that one may conclude with 95% of confidence that there are significant differences between subgroups of the sample (Maroco & Garcia-Marques, 2013).

Firstly, regarding the variable gender (Table II), there are significant differences in the factor “employees” of the variable CSR ($\rho=0,018$), in the factor “governments” of the variable CSR ($\rho=0,010$), and in the variable Work Engagement ($\rho < 0,001$). Male participants present a higher mean of CSR perception towards employees of their organisation (3,5512) when compared with female participants (3,7992). The same happens with CSR towards governments, where male participants present a higher mean (4,5120) than female participants (4,2892). Male participants also present a higher mean of Work Engagement (3,8001), while female participants present a mean of Work Engagement of 3,521.

In what concerns the demographic variable age (Table III), results show a significant difference in the variable Organisational Identification ($\rho=0,002$). The elder respondents, meaning people over 50 years, present a higher Organisational Identification mean (3,9350), while the younger respondents, meaning the group of people between 18 and 25 are the ones presenting a lower mean of Organisational Identification (3,4819).

When analysing single and not-single people (Table IV), a significant difference was found to exist in the variable Organisational Identification ($\rho \leq 0,001$), since not-single participants present, on average, a higher identification with their organisation (3,8442) when comparing with single participants (3,5230).

Regarding whether surveyed people have children (Table V), there are significant differences in the variables Organisational Identification ($\rho \leq 0,001$), and Work Engagement ($\rho=0,041$). Participants who have children show higher means of Organisational Identification (3,8742) and Work Engagement (3,7070), while those who do not have children show lower Organisational Identification (3,5110) and Work Engagement means (3,5557).

Concerning the sociodemographic variable education (Table VI), results show a significant difference in the CSR factor “environment and society” ($\rho=0,027$). Participants with undergraduate degrees present, on average, a higher perception of CSR

towards the environment and society (3,8765), while participants with an education level up to high school, on average, present the lower perception of their organisation's CSR towards the environment and society (3,5473).

Analysing differences between the public and private sectors (Table VII), significant differences were revealed within CSR dimensions "employees" ($\rho=0,022$), "customers and consumers" ($\rho=0,007$) and "governments" ($\rho=0,003$). In all cases, participants working in the public sector present lower means of CSR perception, towards employees (3,3333), towards consumers and customers (3,7901) or towards governments (4,0000). While people working in the private sector present a higher means of CSR perception towards employees (3,6862), customers and consumers (4,2483) and governments (4,4158).

Considering the type of contract (Table VIII), results show a significant difference in the variable Organisational Identification ($\rho=0,008$), depending on whether participants have a permanent type of contract or a precarious type of contract. This means that respondents who have a permanent type of contract present a higher mean (3,7578) than respondents with a precarious type of contract (3,5114).

In what regards to the variable tenure (Table IX), there exists a significant difference in the variable Organisational Identification ($\rho=0,005$), since participants who have been in their organisation for 6 to 15 years present higher means of Organisational Identification (3,8636), while participants who are in their organisation for less than a year are the group of people showing, on average, a lower Organisational Identification (3,4661).

Results also show significant differences between respondents who perform managerial roles and those who do not (Table X) in the variables Organisational Identification ($\rho\leq 0,001$), Work Engagement ($\rho\leq 0,001$) and in the dimensions "employees" ($\rho=0,002$) and "customers and consumers" ($\rho=0,029$) of the variable CSR. Thus, respondents who perform managerial roles present higher means of Organisational Identification (3,9406), Work Engagement (3,8791) and CSR perception both towards employees (3,8721) and towards customers and consumers (4,3151). From those surveyed, the ones who do not perform managerial roles show significantly lower means of Organisational Identification (3,5489), Work Engagement (3,5012) and CSR

perception both towards employees (3,5322) and towards customers and consumers (4,1333).

3.2.3 Analysis of the Relationships Among Variables

Aiming to test the hypotheses under study, and since it is a conceptual model with multiple relationships, the Structural Equations Modeling (SEM) was used, and additionally, a data analysis with PLS (Partial Least Squares) was conducted.

Initially, a test on the measurement scales was performed in order to assess its validity and reliability in what concerns its constructs. Thereafter, the structural model was analysed to test the relationships outlined in the hypotheses.

Items that presented poor reliability (loadings below 0,6) were excluded from the analyses. Table XI, shows the final items that will be used for each construct, as well as their means, standard deviations, and loadings.

3.2.3.1 Measurement Validity and Reliability

As far as reliability is concerned, all Cronbach alphas and all composite reliabilities for latent variables are above the acceptable internal consistency level of 0,7 (Hair et al., 2017) (Table XII). The standardized loadings of indicators are all larger than 0,6 (Table XI), which also confirms indicator reliability (Hair et al., 2017).

Subsequently, the convergent and discriminant validity was analysed. The average variance extracted (AVE) by each latent variable exceeds the threshold of 0,5 (Table XII) indicating a high convergent validity and that the constructs are unidimensional (Hair et al., 2017). To complement the analysis of convergent validity, the bootstrap t-statistics of the indicators' standardized loadings were calculated (Hair et al., 2017). They were significant at the 1 per cent significance level (Table XI), suggesting a high convergent validity of the measurement model.

The discriminant validity was checked using the Heterotrait-Monotrait (HTMT) Ratio (Henseler et al., 2015). As Table XIII shows, the upper bound of the 95 per cent confidence interval of HTMT is lower than the more conservative threshold of 0,85, thus it can be concluded that there are no discriminant validity problems.

The possibility of common method bias was also tested, since it may affect the study validity. For that, the full collinearity assessment approach of Kock was used (Kock, 2015). All the variance inflation factor (VIF) values were lower than the 5,0 threshold, suggesting that the model is free from common method bias.

3.2.3.2. Model Estimation Results

Since the analysis of measurement models revealed the existence of good validity and reliability levels, the analysis of the structural model proceeded in order to test the research hypotheses (Henseler et al., 2009). As some of the path coefficients presented a t value below 1,96 ($p > 0,05$), they were, thus, deleted. Figure 2 depicts the final structural model.

Table XIV, shows all significant direct effects in the model and the effect sizes, resulting from performing the bootstrapping technique. Results show that from all the relationships under study, only three are significant. The direct relationships that have been proven to be significant are CSR towards employees and Organisational Identification, CSR towards employees and Work Engagement, as well as, Organisational Identification and Work Engagement.

Likewise, results show that CSR towards employees has a positive effect on Organisational Identification ($\beta = 0,397$; $p < 0,01$) as proposed by subhypothesis H1b. Additionally, results also show that CSR towards employees has a positive effect on Work engagement ($\beta = 0,430$; $p < 0,01$), thus validating the subhypothesis H2b. Finally, results corroborate hypothesis H3, since Organisational Identification has a positive effect on Work Engagement ($\beta = 0,334$; $p < 0,01$).

According to Cohen (1988), effect sizes are weak for $f^2 = 0,02$, moderate for $f^2 = 0,15$ and strong for $f^2 = 0,35$. Therefore results show that CSR towards employees has a moderate effect on Organisational Identification ($f^2 = 0,187$), CSR towards employees has also a moderate effect on Work engagement ($f^2 = 0,265$), and Organisational Identification has a weak effect on Work Engagement ($f^2 = 0,160$).

In addition, table XV exhibits the significant indirect effects. Results show that Organisational Identification plays a mediating role between CSR towards employees and Work Engagement ($\beta = 0,133$; $p < 0,01$), as hypothesised by H4b.

Besides, the coefficient of determination (R^2) of the endogenous constructs was analysed in order to evaluate the explanatory power of the model (Hair et al., 2017). The analysis results show 15,7% of variance for Organisational Identification, as well as 41,1% of variance for Work Engagement.

Finally, predictive relevance was analysed, for which a blindfolding was used to calculate Stone-Geiser's Q^2 . All the values of Q^2 are above zero, thus the model can be considered to have predictive relevance (Hair et al., 2017).

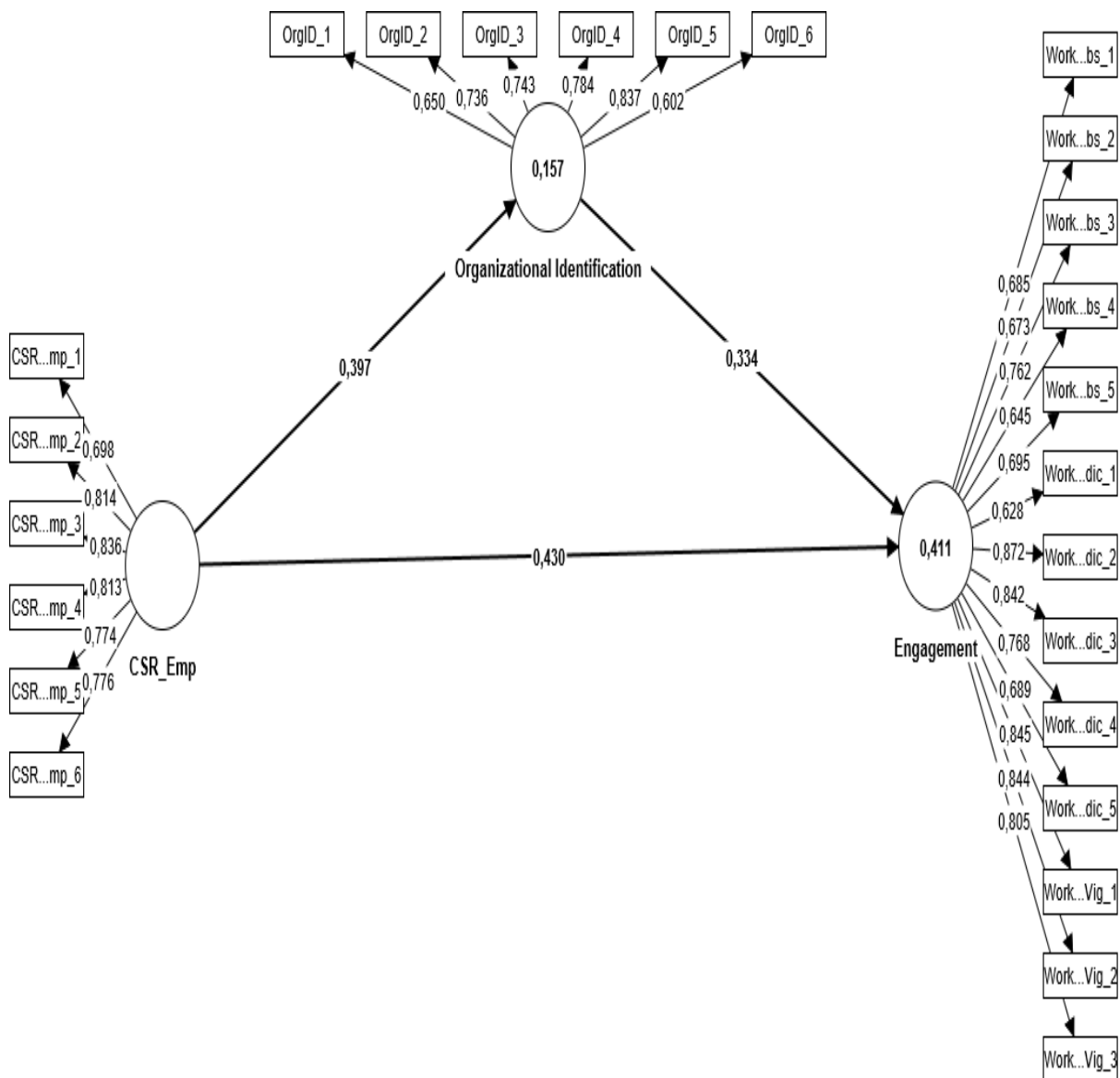


FIGURE 3 – Final Structural Model

3.3. Discussion of Results

The three main objectives of this paper were outlined in the introduction and addressed along the remaining of the paper. Firstly, this research aimed to explore CSR perceptions, employees' Organisational Identification, as well as Work Engagement levels. Results show that individuals present a generally positive CSR perception, as well as present positive levels of Organisational Identification and Work Engagement since the mean values of the three variables surpass the theoretical midpoint. Particularly, in what concerns CSR dimensions, CSR towards employees is the one with the lowest mean, while the dimension "governments" is the one with the highest mean.

Secondly, significant differences were observed among the different subgroups within the sample. Concerning the dimensions "employees" and "governments" of the variable CSR, there are significant differences across females and males, as well as public and private sectors. This means that female individuals, and public sector employees, perceive their organisations as less socially responsible in what regards employees and governments. Also, regarding the perception of surveyed people regarding CSR initiatives towards employees, individuals who do not perform managerial roles have a lower perception when compared with individuals who do. Employees who do not perform managerial roles also perceive their organisation as less socially responsible regarding customers and consumers. Likewise, public sector employees do not perceive their organisation as socially responsible towards customers and consumers as private sector employees do. Finally, education is also a group where significant differences were found, employees with an education level up to high school have a lower perception of their organisation as socially responsible towards the environment and society, this result might indicate that more educated people present a higher awareness regarding this issue.

Besides, the groups of younger individuals, shorter tenure employees, single individuals, and employees with a precarious type of contract, present lower levels of Organisational Identification. For younger employees and those with shorter tenure in the organisation, it is expected for them not to feel as identified as someone who has been in the organisation for longer, since they have not totally embodied the organisational values yet. The same result applies to individuals with a precarious type of contract, such as an internship contract, since they are probably in the organisation for a shorter time, and do

not feel attached to the organisation, unlike individuals with a permanent bond to the organisation.

Additionally, individuals who do not play managerial roles, as well as people who do not have children also feel less identified with the organisation, which could be probably connected with the tenure in their organisations. These groups of people also present lower Work Engagement levels. In what concerns individuals having children or not, having children might promote a sense of having someone to take care of, meaning that these individuals perceive their work as something valuable and not temporary, since they have someone depending on themselves, and consequently on their job, which results in higher Work Engagement levels. Finally, females also feel less engaged when compared with their male peers.

Regarding the last objective of this paper, the relationships established between the three variables and its dimensions, the findings were quite surprising, since from all hypotheses under study regarding direct relationships, only three were found to be significant. Thus, CSR towards employees was found to be the only one to have impact on both Organisational Identification and Work Engagement, no other CSR dimension has a significant impact.

Indeed, the impact of CSR on Work Engagement, particularly with an emphasis on CSR activities concerning employees has already been suggested by Gao et al. (2018). Other authors (Ali et al., 2021; Y. Wang et al., 2020) reached the same conclusion regarding the positive association between these two variables, however, did not specifically study the dimensions of CSR. Jia et al. (2019) further studied this matter by investigating CSR as a two-dimensional approach: internal and external CSR. Considering that employees are an integrative part of internal CSR, there is a similarity of results between Jia's study and the present dissertation.

Additionally, the hypothesis formulated regarding the association between CSR towards employees and Organisational Identification, was also validated. Thus, reinforcing the conclusion reached by Kim et al. (2010), who also studied the impact of socially responsible practices on internal stakeholder (i.e., employees). There is some more literature concluding the existence of a relationship between CSR and

Organisational Identification (Glavas & Godwin, 2013; Hameed et al., 2016; Rodrigo & Arenas, 2008), however not specifically CSR towards employees.

The results might indicate that employees may be concerned with environmental, social, and governmental issues, but essentially, what really impacts their organisational behaviour, particularly their Organisational Identification and Work Engagement, is the CSR initiatives towards employees. Additionally, this is an interesting result since the dimension of CSR which individuals' perception is lower within their organisations, is the one which actually impacts their Organisational Identification and Work Engagement.

Besides, the study concluded that Organisational Identification impacts employees Work Engagement as hypothesised and previously suggested by Karanika-Murray et al. (2015) and Van de Berg (2023). Organisational Identification was also acknowledged to play a mediating role between CSR towards employees and Work Engagement. This finding corroborates the results presented by Esmaeelinezhad et al. (2015), who had concluded the existence of this mediating role, although it was not specifically regarding CSR towards employees, but internal and external CSR.

Furthermore, the analysis revealed that CSR explained 15,7% of Organisational Identification, and when combined, CSR and Organisational Identification explain 41,1% of Work Engagement.

These findings highlight the importance of CSR initiatives towards employees in fostering Organisational Identification and Work Engagement among employees in the Portuguese organisational context.

4. CONCLUSION

4.1. Study's Contributions

Regarding the contribution of this research, it can be highlighted two types of contributions, theoretical and practical. Concerning the former, there is a lack of investigation analysing the mechanisms linking CSR and employees' outcomes. Therefore, the present study fills a gap in the existing literature, introducing a conceptual framework that provides a more comprehensive understanding of the relationship between CSR, Organisational Identification, and Work Engagement.

The study delved into the CSR dimensions, an aspect that previous studies overlooked or did not thoroughly explore. Some authors indeed searched the relationship between CSR and Organisational Identification (e.g. Glavas & Godwin, 2013; Rodrigo & Arenas, 2008) and Work Engagement (Ali et al., 2021; Gao et al., 2018; Y. Wang et al., 2020); however, did not look beyond and did not explore the existence of a bond between the different factors of CSR, that is, CSR concerning employees, society and environment, customers and governments, and Organisational Identification and Work Engagement. This is something this study accomplished and added to the literature.

To sum up, by empirically testing the proposed framework, the study adds empirical support to the existing theoretical propositions. Overall, these contributions extend the theoretical boundaries of this subject and pave the way for future research endeavours.

The study also offers several practical insights, including for organisations' management. Firstly, by identifying the four different dimensions of CSR, and acknowledging that from all four, only CSR initiatives towards employees have a significant impact on Organisational Identification and Work Engagement, organisation's managers, leaders, and HR managers are able to tailor and direct their CSR strategy to better meet the needs and expectations of employees, and consequently foster their identification with the organisation and increase their Work Engagement.

Additionally, the study highlights the importance of fostering a sense of Organisational Identification among employees, as it has been shown to positively influence Work Engagement. Therefore, managers can focus on creating a supportive

organisational culture and environment promoting values that align with CSR principles to enhance Organisational Identification among employees who share the same values and ultimately increase employees' engagement.

Besides, the results show that younger individuals, and with a shorter tenure do not feel so identified with the organisation as their older peers. Understanding this is an opportunity for HR managers to increase their efforts towards this specific group of employees, in order to foster Organisational Identification among them.

Overall, the findings of this study provide an actionable guide for organisational leaders and HR professionals to develop and implement CSR strategies in order to drive Organisational Identification and Work Engagement among employees, contributing to organisational success.

Additionally, this study provides a guide for sustainable development and helps in the achievement of the SDGs. Considering that both Work Engagement and Organisational Identification constitute antecedents of employee well-being (Shuck & Reio, 2014; Wegge et al., 2006), this research contributes particularly to the Sustainable Development Goal 3 – Good Health and Well-Being.

4.2. Study's Limitations and Suggestions for Future Research

Although this study provides valuable insights, it is subject to several limitations. Firstly, the sample is characterised as convenient, which imposes constraints on its representativeness. The sample size, although adequate for the scope of this research, was not very large, potentially limiting the conclusions reached. Moreover, the sample's lack of homogeneity among social demographic data further limits the results. Some categories had to be grouped, in order to make it as homogeneous as possible, while others were compared but with very different numbers of answers. Overall, this complicates the identification of significant differences among subgroups of the sample.

Additionally, the results are not specific to a particular sector of activity or organisation, thus making the obtained sample less representative and the findings less conclusive. The research was also conducted exclusively in Portugal which may restrict the applicability of the findings across different cultural and organisational settings. Furthermore, the absence of qualitative questions, constitutes another limitation, since

this way the study cannot capture the employees' subjective experiences and own interpretations regarding CSR initiatives, as well as Organisational Identification, and Work Engagement.

These limitations, highlight areas for future research, suggesting that subsequent studies should aim for a more diverse and larger sample, including a broader geographical scope, and incorporating qualitative research methods to deepen the understanding of significant differences across subgroups, as well as the relationship between the variables under study. Additionally, another suggestion for future research is to study these variables in a particular organisation, sector of activity, or across a specific generation, in order to deepen the study in a more homogeneous population. Besides these, another suggestion for future research is to study other mechanisms through which CSR initiatives may impact the employees, for instance, organisational trust or organisational pride. It would also be interesting to further research about the impacts of CSR on employees, since it is such an important matter nowadays, future studies could focus on the impact of CSR on employees' turnover intention, organisational commitment, or job satisfaction, for instance.

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APPENDICES

Appendix I – Questionnaire



The present study is part of a master's dissertation that I am conducting at ISEG – Lisbon School of Economics & Management, University of Lisbon. I appreciate your collaboration, which is essential for the completion of this work.

Study Objective: The main objective of the study is to analyse how employees perceive the social responsibility of the organisation where they work.

Procedures: The questionnaire consists of various statements, to which you must indicate your agreement on a scale from 1 to 5, where 1=Strongly Disagree and 5=Strongly Agree. At the end, you will be requested to provide some sociodemographic data, such as age and level of education.

Expected Duration: The completion of the questionnaire is estimated to take approximately 10 minutes.

Confidentiality: The information you provide during this study will be treated confidentially. The study does not disclose any data that can identify the participant. There will be no questions asking for identification, or any element compromising anonymity.

Voluntary Participation: Your participation in this study is entirely voluntary. Note that you are free not to participate or to stop participating at any time before submitting your responses.

Right to Withdraw from the Study: You have the right to withdraw from the study at any time without penalties.

How to Withdraw from the Study: If you wish to withdraw from the study, simply click the "Close" button on Qualtrics.

If you have any questions about the study or need to report a study-related problem, please contact: Joana Carneiro, joanamcarneiro@aln.iseg.ulisboa.pt

Part I – Corporate Social Responsibility

In this block you will find some statements regarding the corporate social responsibility practices of the organisation you work at. Please indicate your level of agreement with these statements according to the presented scale (1- Totally Disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5- Totally agree).

	1	2	3	4	5
1 - Our company participates in activities which aim to protect and improve the quality of the natural environment.					
2 - Our company makes investment to create a better life for future generations.					
3 - Our company implements special programs to minimize its negative impact on the natural environment.					
4- Our company targets sustainable growth which considers future generations.					
5 - Our company supports nongovernmental organizations working in problematic areas.					
6 - Our company contributes to campaigns and projects that promote the well-being of the society.					
7 - Our company encourages its employees to participate in voluntarily activities.					
8 - Our company policies encourage the employees to develop their skills and careers.					
9 - The management of our company is primarily concerned with employees' needs and wants.					
10- Our company implements flexible policies to provide a good work & life balance for its employees.					
11 - The managerial decisions related with the employees are usually fair.					
12- Our company supports employees who want to acquire additional education.					
13 - Our company respects consumer rights beyond the legal requirements.					
14 - Our company provides full and accurate information about its products to its customers.					
15 - Customer satisfaction is highly important for our company.					
16 - Our company always pays its taxes on a regular and continuing basis.					
17 - Our company complies with legal regulations completely and promptly.					

Part II – Organisational Identification

In this block you will find some statements about your feelings regarding the organisation you work at. Please indicate your level of agreement with these statements according to the presented scale (1- Totally Disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5- Totally agree).

	1	2	3	4	5
1 - When someone criticizes the organisation, it feels like a personal insult.					
2 - I am very interested in what others think about the organisation.					
3 - When I talk about this organisation, I usually say 'we' rather than 'they'.					
4 - This organisation's successes are my successes.					
5 - When someone praises this organisation, it feels like a personal compliment.					
6 - If a story in the media criticized the organisation, I would feel embarrassed.					

Part III – Work Engagement

In this block you will find some statements about your feelings regarding your job. Please indicate your level of agreement with these statements according to the presented scale (1- Totally Disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5- Totally agree).

	1	2	3	4	5
1 - At my work, I feel bursting with energy.					
2 - I find the work that I do full of meaning and purpose.					
3 - Time flies when I am working.					
4 - At my job, I feel strong and vigorous.					
5 - I am enthusiastic about my job.					
6 - When I am working, I forget everything else around me.					
7 - My job inspires me.					
8 - When I get up in the morning, I feel like going to work.					
9 - I feel happy when I am working intensely.					
10 - I am proud of the work that I do.					
11 - I am immersed in my work.					
12 - I can continue working for very long periods at a time.					
13 - To me, my job is challenging.					
14 - I get carried away when I am working.					
15 - At my job, I am very resilient, mentally.					
16 - It is difficult to detach myself from my job.					
17 - At my work, I always persevere, even when things do not go well.					

Part IV – Sociodemographic Data

In this part, you will find some questions regarding your social demographic data. Please choose the option that corresponds to your personal data.

Gender:

- Male
- Female
- Other

Age:

- 18 to 25 years old
- 26 to 30 years old
- 31 to 40 years old
- 41 to 50 years old
- 51 to 60 years old
- Over 60 years old

Marital Status:

- Single
- Married
- Divorced/ Separated
- Widowed
- Other

Do you have children?

- Yes
- No

Education:

- Elementary School
- High School
- Bachelor's Degree
- Master or Postgraduate Degree
- PhD

Sector:

- Public sector
- Private for-profit sector
- Private non-profit sector

Type of contract:

- Permanent contract
- Temporary employment contract
- Independent contractor
- Internship
- Other

Tenure:

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 20 years
- Over 20 years

What hierarchy position do you hold in your organisation?

- Top-level manager
- Middle manager
- Supervisor/ team manager
- Highly qualified professional
- Qualified professional
- Non-qualified professional

Do you perform a managerial role?

- Yes
- No

Appendix II – Statistical Analysis Tables

TABLE I - DESCRIPTIVE STATISTICS AND RELIABILITY

	N	Mean	Standard Deviation	Cronbach's Alpha
Corporate Social Responsibility				
<i>Environment and society</i>	225	3,7607	0,79568	0,887
<i>Employees</i>	225	3,6489	0,85096	0,874
<i>Customers and consumers</i>	225	4,1956	0,67280	0,778
<i>Governments</i>	225	4,3667	0,74702	0,82
Total	225	3,8693	0,64795	0,92
Organisational Identification				
Total	225	3,6830	0,71529	0,821
Work Engagement				
<i>Vigour</i>	225	3,6274	0,68398	0,793
<i>Dedication</i>	225	3,8667	0,72086	0,876
<i>Absorption</i>	225	3,4378	0,71101	0,785
Total	225	3,6308	0,64802	0,923

Source: Table by Author (SPSS)

TABLE II - STUDENT'S T-TEST: DIFFERENCES BY GENDER

	N	Mean	Z	Sig.
Corporate Social Responsibility				
<i>Employees</i>	<i>Female</i>	140	3,5512	
	<i>Male</i>	83	3,7992	1,3050
	Total	223		0,018
Corporate Social Responsibility				
<i>Governments</i>	<i>Female</i>	140	4,2786	
	<i>Male</i>	83	4,5120	6,4100
	Total	223		0,010
Work Engagement				
	<i>Female</i>	140	3,5210	
	<i>Male</i>	83	3,8001	0,8810
	Total	223		<0,001

Source: Table by Author (SPSS)

TABLE III - ANOVA: DIFFERENCES BY AGE

	N	Mean	Z	Sig.
Organisational Identification				
	<i>18 to 25 years old</i>	83	3,4819	
	<i>26 to 40 years old</i>	51	3,6242	
	<i>41 to 50 years old</i>	48	3,8507	5,179
	<i>Over 50 years old</i>	41	3,9350	
	Total	223	3,6771	

Source: Table by Author (SPSS)

TABLE IV - STUDENT'S T-TEST: DIFFERENCES BY MARITAL STATUS

		N	Mean	Z	Sig.
Organisational Identification	<i>Single</i>	116	3,5230	0,062	<0,001
	<i>Not Single</i>	106	3,8442		
	Total	222			

Source: Table by Author (SPSS)

TABLE V - STUDENT'S T-TEST: DIFFERENCES BY HAVING CHILDREN

		N	Mean	Z	Sig.
Organisational Identification	<i>Yes</i>	102	3,8742	0,290	<0,001
	<i>No</i>	121	3,5110		
	Total	223			
Work Engagement	<i>Yes</i>	102	3,7070	1,394	0,041
	<i>No</i>	121	3,5557		
	Total	223			

Source: Table by Author (SPSS)

TABLE VI - ANOVA: DIFFERENCES BY EDUCATION

		N	Mean	Z	Sig.
Corporate Social Responsibility					
<i>Environment and society</i>	<i>Up to High School</i>	67	3,5473	3,678	0,027
	<i>Undergraduate Degree</i>	108	3,8765		
	<i>Graduate Degree</i>	48	3,7847		
	Total	223	3,7578		

Source: Table by Author (SPSS)

TABLE VII - STUDENT'S T-TEST: DIFFERENCES BY SECTOR

		N	Mean	Z	Sig.
Corporate Social Responsibility					
<i>Employees</i>	<i>Public</i>	27	3,3333	0,092	0,022
	<i>Private</i>	196	3,6862		
	Total	223			
Corporate Social Responsibility					
<i>Customers and consumers</i>	<i>Public</i>	27	3,7901	4,887	0,007
	<i>Private</i>	196	4,2483		
	Total	223			
Corporate Social Responsibility					
<i>Governments</i>	<i>Public</i>	27	4,0000	1,674	0,003
	<i>Private</i>	196	4,4158		
	Total	223			

Source: Table by Author (SPSS)

TABLE VIII - ANOVA: DIFFERENCES BY TYPE OF CONTRACT

		N	Mean	Z	Sig.
Organisational Identification	<i>Permanent</i>	150	3,7578		
	<i>Precarious</i>	73	3,5114	0,038	0,008
	Total	223			

Source: Table by Author (SPSS)

TABLE IX - STUDENT'S T-TEST: DIFFERENCES BY TENURE

		N	Mean	Z	Sig.
Organisational Identification	<i>Less than 1 year</i>	64	3,4661		
	<i>1 to 5 years</i>	61	3,6038		
	<i>6 to 15 years</i>	44	3,8636	4,328	0,005
	<i>More than 15 years</i>	53	3,8522		
	Total	222	3,6749		

Source: Table by Author (SPSS)

TABLE X - ANOVA: DIFFERENCES BY MANAGERIAL ROLES

		N	Mean	Z	Sig.
Corporate Social Responsibility					
<i>Employees</i>	<i>Yes</i>	73	3,8721		
	<i>No</i>	150	3,5322	3,294	0,002
	Total	223			
Corporate Social Responsibility					
<i>Customers and consumers</i>	<i>Yes</i>	73	4,3151		
	<i>No</i>	150	4,1333	1,835	0,029
	Total	223			
Organisational Identification					
	<i>Yes</i>	73	3,9406		
	<i>No</i>	150	3,5489	0,396	<0,001
	Total	223			
Work Engagement					
	<i>Yes</i>	73	3,8791		
	<i>No</i>	150	3,5012	3,303	<0,001
	Total	223			

Source: Table by Author (SPSS)

TABLE XI - MEANS, STANDARD DEVIATIONS AND STANDARDIZED LOADINGS OF INDICATORS

	Item	Mean	Standard Deviation	Loading	t-test	p-value
CSR Environment and Society	CSR_EnvirSoc_1	3,982	0,933	0,888	30,612	0,000
	CSR_EnvirSoc_2	3,836	0,950	0,829	15,885	0,000
	CSR_EnvirSoc_3	3,831	0,965	0,779	16,597	0,000
	CSR_EnvirSoc_4	3,831	0,923	0,698	15,670	0,000
	CSR_EnvirSoc_5	3,280	1,122	0,814	25,298	0,000
	CSR_EnvirSoc_6	3,804	1,053	0,836	39,928	0,000
CSR Employees	CSR_Emp_1	3,596	1,233	0,813	33,056	0,000
	CSR_Emp_2	3,924	1,041	0,774	21,812	0,000
	CSR_Emp_3	3,391	1,138	0,776	18,957	0,000
	CSR_Emp_4	3,591	1,136	0,846	31,134	0,000
	CSR_Emp_5	3,502	0,980	0,849	40,050	0,000
	CSR_Emp_6	3,889	0,953	0,908	58,109	0,000
CSR Customers and Consumers	CSR_Cust_1	3,991	0,914	0,611	8,523	0,000
	CSR_Cust_2	4,116	0,830	0,779	20,777	0,000
	CSR_Cust_3	4,480	0,654	0,875	18,957	0,000
CSR Governments	CSR_Gov_1	4,422	0,797	0,956	106,129	0,000
	CSR_Gov_2	4,311	0,823	0,647	11,780	0,000
Organisational Identification	OrgID_1	3,031	1,133	0,730	15,161	0,000
	OrgID_2	3,622	0,950	0,745	17,314	0,000
	OrgID_3	4,009	0,884	0,782	25,265	0,000
	OrgID_4	3,938	0,936	0,840	40,052	0,000
	OrgID_5	3,800	0,961	0,610	8,072	0,000
	OrgID_6	3,698	1,014	0,687	14,638	0,000
Work Engagement	WorkEng_Vig_1	3,604	0,952	0,673	14,209	0,000
	WorkEng_Dedic_1	4,133	0,777	0,760	23,635	0,000
	WorkEng_Abs_1	3,698	0,951	0,648	12,034	0,000
	WorkEng_Vig_2	3,604	0,928	0,699	14,213	0,000
	WorkEng_Dedic_2	3,756	0,970	0,634	11,690	0,000
	WorkEng_Abs_2	3,236	1,042	0,870	49,382	0,000
	WorkEng_Dedic_3	3,533	0,948	0,841	31,967	0,000
	WorkEng_Vig_3	3,244	1,062	0,773	19,362	0,000
	WorkEng_Abs_3	3,413	1,038	0,688	15,775	0,000
	WorkEng_Dedic_4	4,000	0,849	0,841	38,312	0,000
	WorkEng_Abs_4	3,569	0,922	0,841	38,962	0,000
	WorkEng_Dedic_5	3,911	0,839	0,800	31,991	0,000
WorkEng_Abs_5	3,556	0,903	0,814	27,294	0,000	

Source: Table by Author (SmartPLS)

TABLE XII - RELIABILITY AND VALIDITY MEASURES

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
CSR - Environment & Society	0,891	0,917	0,651
CSR - Employees	0,876	0,906	0,618
CSR - Customers & Consumers	0,788	0,872	0,694
CSR - Governments	0,820	0,913	0,840
Organisational Identification	0,825	0,871	0,533
Work Engagement	0,936	0,944	0,570

Source: Table by Author (SmartPLS)

TABLE XIII - HETEROTRAIT-MONOTRAIT RATIO

	(1)	(2)	(3)	(4)	(5)
(1) CSR - Governments					
(2) CSR - Customers	0,752				
(3) CSR - Environment & Society	0,379	0,519			
(4) CSR - Employees	0,534	0,717	0,686		
(5) Work Engagement	0,494	0,427	0,369	0,608	
(5) Organisational Identification	0,310	0,239	0,239	0,429	0,558

Source: Table by Author (SmartPLS)

TABLE XIV - SIGNIFICANT DIRECT EFFECTS AND EFFECT SIZES

Hypothesis	Relationships	β	f^2	t-test	p-value
H1b	<i>CSR - Employees</i> → <i>Organisational Identification</i>	0,397	0,187	6,928	0,00
H2b	<i>CSR - Employees</i> → <i>Work Engagement</i>	0,430	0,265	7,724	0,00
H3	<i>Organisational Identification</i> → <i>Work Engagement</i>	0,334	0,160	6,051	0,00

Source: Table by Author (SmartPLS)

TABLE XV - SIGNIFICANT INDIRECT EFFECTS

Relationships	β	t-test	p-value
<i>CSR - Employees</i> → <i>Organisational Identification</i> → <i>Work Engagement</i>	0,133	4,395	0,00

Source: Table by Author (SmartPLS)