

DO SOCIALLY RESPONSIBLE COMPANIES FOSTER MORE ENGAGED EMPLOYEES?

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Abstract: Corporate Social Responsibility (CSR) is an innovative approach to creating value for stakeholders by fostering strong relationships. There has been increasing interest in exploring the impact of CSR on employee attitudes and behavior. This paper evaluates the influence of CSR on employee commitment and performance in Portuguese companies through the lens of Social Identity Theory. A questionnaire survey of 278 Portuguese employees was conducted, and the Partial Least Squares method was used for analysis. The findings suggest that CSR practices positively affect both employee commitment and performance. Moreover, employee commitment is positively linked to performance. Therefore, organizations that adopt more CSR practices are likely to see increased employee commitment, which in turn enhances performance. This study contributes to CSR and social identity theory literature and offers practical recommendations for companies, policymakers, and HR professionals, urging organizations to reassess their CSR practices.

Key words: corporate social responsibility; social identity theory; effective employee commitment; employee performance; employee engagement

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Introduction

In the last years, Corporate Social Responsibility (CSR) has appeared as a trend at the global level (Håbek and Saeed, 2024; Rozsa et al., 2021). CSR is recognized by all types of organizations, regardless of the sector in which they operate (Zvarikova et al., 2024). CSR covers multiple perspectives, such as corporate citizenship, environmental sustainability, social contract, and business ethics (Ali et al., 2020; Asrar-ul-Haq et al., 2017). However, organizations generally only focus on implementing policies that cover environmental and social perspectives (Story and Castanheira, 2019). There is a need for a deliberate alignment of company policies

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with strategies that promote the efficient and effective implementation of CSR goals for sustainable development (Aastha and Shazi, 2019). Therefore, the interest of academics in studying CSR has been increasing (Ali et al., 2020; Asrar-ul-Haq et al., 2017).

Nowadays, managers consider having good CSR practices fundamental to organizations' success. CSR is the non-profit activities carried out by organizations already in the market, aiming to increase the well-being of communities. Thus, the CSR initiatives that organizations implement may have different motivations, but organizations do not simply donate something to society, and they expect the initiatives to increase their profits (Asrar-ul-Haq et al., 2017; Wu et al., 2015). Corporate social responsibility activities are a way of creating value for consumers, in addition to value for companies (Martiskova et al., 2022; Rosak-Szyrocka et al. 2022). In this context, CSR has to be part of organizations' corporate strategy as it will contribute to achieving a competitive advantage (Latif and Sajjad, 2018; Story and Castanheira, 2019). In this follow-up, the CSR of organizations is also affected by the position of their stakeholders, such as customers, shareholders, and employees (Ali et al., 2020). As stakeholders are increasingly interested in CSR best practices, they pressure the organizations they interact with to align with market requirements. Consequently, the stakeholder theory is related to the concept of CSR (Chaudhary, 2018; Story and Castanheira, 2019).

The stakeholder theory can be described as behaviors that go beyond economic interests, being therefore corporate and positively influencing stakeholders. Employees, who are part of any organization's stakeholders, are considered intangible resources. It is widely accepted that employees (human capital) are one of the main sources of sustainable competitive advantage (Ali et al., 2020). Thus, human capital is an essential intangible resource in organizations, and it plays a pivotal role in organizations achieving their goals. Therefore, organizations must keep their employees satisfied and motivated to perform their tasks competently and energetically (Ali et al., 2020; Bhattacharya et al., 2008). For organizations to have an effective commitment from employees, which in turn may impact employee performance, it is essential to develop an effective bond with them (Rego et al., 2009). To create strong bonds with their employees, organizations must consider variables related to organizational justice and competence, such as role conflict, role ambiguity, transformational leadership, locus of control, and organizational support. These variables also impact affective commitment and job satisfaction (Garcia et al., 2024; Rego et al., 2009). Studies about the outcomes of CSR practices on individual employee performance in organizations are still scarce (Ali et al., 2020; Shin et al., 2017). Moreover, organizations are generally still unfamiliar with the importance of CSR concerning individual performance and employee engagement (Story and Castanheira, 2019). It can be said that most companies still neglect the importance of CSR in the effective engagement and performance of employees, this being an important theme to be studied (Ali et al., 2020). Academics widely consider CSR as

being fundamental for any business and organizational success (Ali et al., 2020; Shin et al., 2017). Thus, this paper aims to evaluate the influence of CSR on employees' effective engagement and performance. The study was applied to Portuguese workers living in Portugal, and few studies address corporate responsibility's impact on employees' effective engagement and performance in this context. This study also contributes to developing and clarifying the literature on CSR and Social Identity Theory (SIT).

Literature Review

State of the Art of Social Identity Theory

The Social Identity Theory (SIT) is one of the most influential theories in social psychology (Tajfel, 2010). It began to be studied based on minority social groups. SIT is based on the principle that people's well-being is associated with their sense of belonging to a particular group. That is, individuals seek to meet directly with the social environment in which they are incorporated. In this sense, in business, employees are attracted to reference organizations (Sun and Yu, 2015). Therefore, working in companies recognized in the market for their social responsibility practices and holding distinctive organizational values and principles may correspond to the individuals' need for psychological uniqueness (Turker, 2008). The psychological uniqueness of the employee happens when they consider themselves a vital member of the group (Ellemers et al., 2004). Thus, to satisfy the psychological interests of belonging, uniqueness, and meaningful existence, individuals tend to associate with social groups with related beliefs and characteristics (De Roeck et al., 2013; Ellemers et al., 2004). Social responsibility actions can lead to a self-categorization of workers as they are based on ethical and moral beliefs. In turn, this self-categorization translates into an intrinsic relationship with the organization (De Roeck et al., 2013). Social self-categorization can be understood as a system to help individuals create and define their position in a social environment. For example, collaborating in an organization that is recognized in the market for the good treatment of employees makes employees evaluate their work positively and feel proud of it. Subsequently, the more the individual identifies with the organization, the better his or her performance will be (Bartram et al., 2021). Sun and Yu (2015) argue that people who work for organizations with explicit social practices showing an interest in the well-being of their employees tend to have greater esteem and attachment to the organization's identity. The greater the identity with the organization, the greater the retribution of employees, namely in terms of performance, tends to be (Simbula et al., 2023).

Corporate Social Responsibility

Companies have applied CSR practices to achieve competitive advantage (Latif and Sajjad, 2018). CSR practices have been applied within organizations to get a competitive advantage through the satisfaction and liking of the main actors involved in organizational practices: shareholders, customers, and employees. By implementing CSR practices such as stakeholder liaison, threat control, environmental advocacy, social inclusion and economic development in a sustainable manner (Sarfraz et al., 2018), the company acquires a positive image in the marketplace worth the confidence of its stakeholders, building loyalty among existing partners and attracts new ones (Ali et al., 2020; Buerter et al., 2019; Galbreath and Shum, 2012). CSR integrates the tripod of sustainability associated with the environment and economic development (Sun and Yu, 2015). CSR activities produce numerous advantages, not only for society in general but for the

internal performance of the organization itself, such as increased customer satisfaction, attracting new customers thanks to the improvement of the company's image on the market, and greater commitment from employees. It should be noted that the resources classified as intangible within the company, such as Human Resources, are considered one of the most important pull factors for obtaining competitive advantages and for the sustainable growth of the organization (Du et al., 2014; Sarfraz et al., 2018). So, it is in the interest of the particular company to implement practices that promote the organizational identification of the employees, as this identification has the power to influence their attitudes and behaviours (Berger, 2006; Carmeli et al., 2007; Kim et al., 2010) the satisfaction and commitment at work as well as the attraction of future employees (Albinger and Freeman, 2000; Bhattacharya et al., 2008; Du et al., 2015). Zhang et al. (2013) show that employees are more dedicated, and organizational citizenship behaviour is higher when they have a greater perception of corporate social responsibility actions.

Effective Commitment from Employees

Industrial and organisational psychology have widely explored organisational commitment (Reshma and Velmurugan, 2025). Concretely, there is a tendency to explore an employee's affiliation and involvement with the organization where they work beyond contractual requirements. According to Meyer et al. (1993) and Asrar-ul-Haq et al. (2017), when employees are committed to the organizations in which they work, they identify with the organization's belief, values, and vision, wish to remain there, and want to support as much as possible to its growth and development. The organizational commitment model of Meyer et al. (1993) identifies three components of organizational commitment: 1) affective commitment (direct emotional bond, it is directly and favourably related to punctuality, performance, organizational citizenship behaviour, stress, and family-work conflict outcomes); 2) continuance commitment (perception of high expenses related to leaving the company); and 3) normative commitment (is associated with the moral commitment of the employee to the organization) (Gamble and Huang, 2008; Turner and Chelladurai, 2005). Kramer and Porter (2006) suggest that when employees work for companies with sustainable practices, they do not mind being paid less. Luce et al. (2001) argued that CSR tends to improve employer attractiveness. Edmans (2011) states that CSR activities can intensify employee engagement and satisfaction. Peterson (2004) and Turker (2008) found a positive influence of CSR on employee commitment. When employees understand that the organization where they are inserted implements social support activities internally and externally, they tend to identify even more with the organization (Collier and Esteban, 2007; Cullen et al., 2003; Schwepker, 2001). This idea is directly related to the social identity theory mentioned earlier, which links employee organizational commitment and CSR. The literature indicates that the employees of a socially responsible and ethically strong company tend to identify more with the organization and to value their relationship more (Ali et al., 2020; Asrar-ul-Haq et al., 2017). Employees of such organizations

feel empowered by identifying with their organization and increasing their commitment and loyalty. Thus, when an organization builds solid beliefs and becomes socially responsible, it develops a climate of equality, which stimulates employee commitment crossed exchange relationships (Farooq et al., 2013; Gong et al., 2010). In contrast, Koh and Boo (2001) find that employee commitment levels decrease when employees perceive that the company they provide services to only focuses on pursuing greater profitability and does not comply with appropriate legal and ethical requirements (Sun and Yu, 2015).

H1: There is a significant positive relationship between CSR and employees' effective employee commitment.

Employee Performance

Social activities aimed at the organization's employees focus exclusively on their well-being and, therefore, positively affect their performance. Organizational measures aimed at employees, such as fair and honest treatment, adequate opportunities for professional advancement and career progression, and being listened to in terms of opinions, tend to make the organizational climate more pleasant and for employees to feel aligned with the organizations. Consistent with social exchange theory, perceived organizational support increases employees' job security and compels them to reciprocate positively, reflected in attitudes and behaviours (Cropanzano and Mitchell, 2005; Sun and Yu, 2015). Soon it can be said that the more the employee identifies with the organization, the greater the effort applied to fulfilling tasks and work requirements. Equally, Carmeli et al. (2007) and Chaudhary (2018) point to a positive association between employees' perception of job performance and social responsibility. Therefore, organizational CSR actions build a robust identification of employees with the organization, positively influencing their attitudes (Hur et al., 2019; Sun and Yu, 2015) and, consequently, high job performance. However, in a different perspective to the above, Chaudhary and Akhouri (2019), in selected companies in India, excludes any effect with significant implications on employee performance caused by an employer's CSR efforts.

H2: There is a significant positive relationship between CSR and employee performance.

H3: There is a significant positive relationship between effective employee commitment and employee performance.

Figure 1 shows the research model.

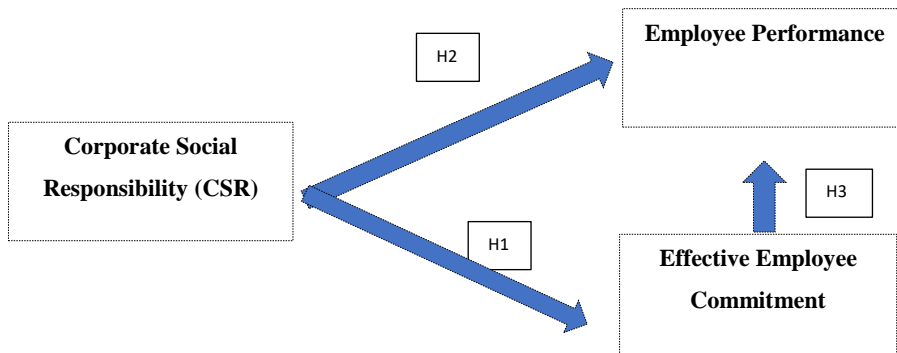


Figure 1: Theoretical Structural Model

Research Methodology

Sample

The sample was collected through an online questionnaire, the link to which was distributed to the authors' contact network between May 2020 and May 2021. The sample was non-probabilistic and collected for convenience. Written consent was obtained from all participants, and the questionnaire was anonymous. The condition for participation was to have been a dependent worker for at least 6 months. A total of 278 valid questionnaires were obtained, constituting our final sample. A pre-test was also carried out with five employees to assess the perceived understanding of the questions.

The composition of the questionnaire (in Appendix) was the following: (G1) social responsibility with 40 questions, already previously applied by Rego et al. (2009)(G2) effective commitment of the employee with six questions collected in the study of Meyer et al. (1993)(G3) employee performance with four questions applied in the study of Rego and Cunha (2008) and (G4) socio-demographic characteristics such as gender, age, education, seniority in the company, seniority of the current leader with the employee, number of hours worked per week and the company's sector of activity. Questions from G1 to G3 were measured by a Likert scale of 1 to 5 points, where 1 - the statement does not strictly apply to the company and 5 - the statement completely applies to the company. A pre-test was applied to the first 20 responses collected in the questionnaire, and the statistical reliability of the sample was assessed by calculating the Cronbach Alpha in SPSS v.25. The Cronbach Alpha of this pre-sample is 0.949, revealing good reliability of the sample collected.

Regarding the socio-demographic characterization of the sample respondents, 57.60% were women, and 42.60% were men. Regarding age, 15.47% were aged between 18-25 years, 19.78% between 26-35 years, 27.70% between 36-45 years, 28.42% between 46-55 years and 8.63% over 56 years. Regarding academic qualifications, 35.25% had completed the 12th grade, and 32.73% had a degree or

bachelor's degree. The majority of respondents have been with the company for less than ten years (3.60% with less than one year, 43.88% between 1 and 5 years and 20.14% between 6 and 10 years) and have been with the current leader for less than ten years (4.68% with less than one year, 49.64% between 1 and 5 years and 20.50% between 6 and 10 years). In Portugal, the number of weekly working hours stipulated by the Labour Code is 40. 68.35% work 40 hours, 12.23% work less than 40 hours per week and 15.83% are more than 40 hours. Regarding the area of activity of the company where respondents work, 49.28% were service companies, 28.42% were commerce, and 21.58% were industry.

Methodology

This study uses a quantitative methodology being a valuable contribution to the literature on corporate social responsibility (Crane et al., 2017). A quantitative approach asks specific, narrow questions to obtain measurable and observable data on variables (Creswell, 2005) (p.5). First, a statistical analysis (mean and standard deviation) of the indicators or items associated with each latent variable was performed: responsibility, employee performance and effective employee commitment. Then, to test the relationships between the latent variables established by the theoretical structural model, the Partial Least Squares (PLS) method was used with the support of Smart PLS 3.0 software. The PLS method is a variance-based method which combines factor analysis with regression estimation. It has as an assumption the non-normal distribution of the data, very common in samples collected through questionnaires, as is the case of our study and, allows even in small samples to enhance the significant connections between latent variables. The PLS model obtained is shown in Figure 2.

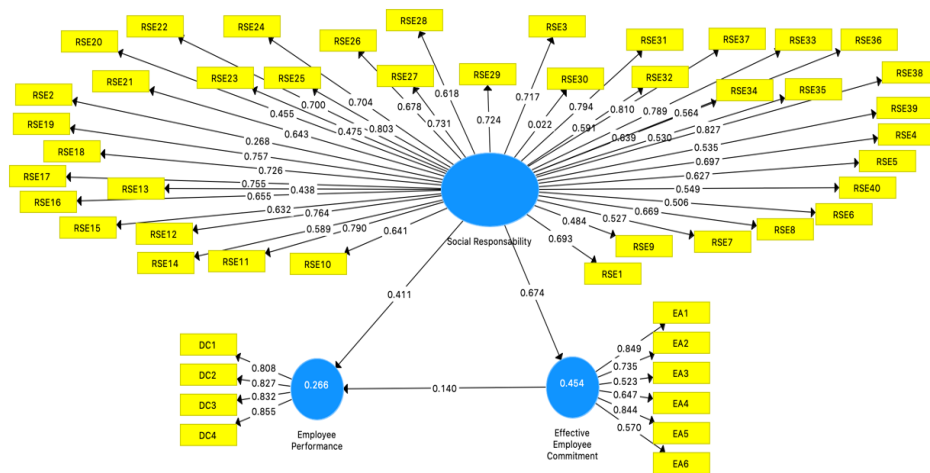


Figure 2: PLS model

Figure 2 shows the three latent variables (represented by the circles) which are measured by 50 items (represented by the rectangles). The outer loadings, that is, each indicator's contribution to explaining the latent variable (represented in Figure 2 in the lines between the constructs and the indicators), should be greater than 0.50 (Hair et al., 2019). As we observed, the indicators RSE2, RSE6, RSE9, RSE13, RSE20, RSE23 and RSE30 present outer loadings lower than 0.50, so they were eliminated from the model, using the Global-Minimum Error Uninformative-Variable-Elimination for PLS method. Thus, the PLS model was re-estimated with 43 indicators, and the adjusted PLS model shown in Figure 3 was obtained.

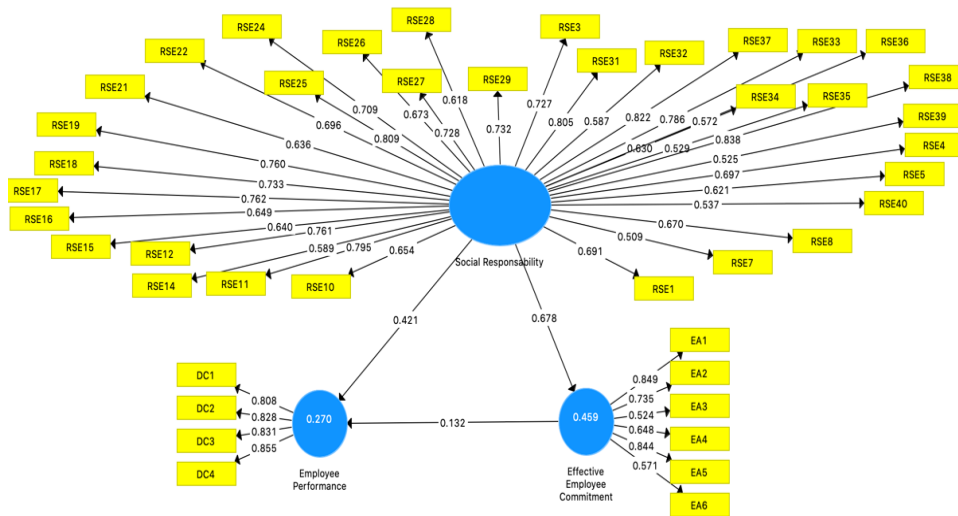


Figure 3: Adjusted PLS model

Evaluation of Reflective Model

According to the criteria of Cohen (1988), the endogenous latent variable employee performance had an R² of 0.270 (medium effect), and the endogenous latent variable effective employee commitment had an R² of 0.459 (high effect), as shown in Figure 3 in the circles. The reflective measures assess the internal consistency of the adjusted PLS model with composite reliability, Cronbach's Alpha and Average Variance Extracted (AVE) being used. The composite reliability and Cronbach's Alpha have as reference values 0.70 (Hair et al., 2019) and, according to Table 1, the latent variables present values for these measures higher than the reference value, meaning that the adjusted PLS model has a good internal consistency. The AVE has a reference value of 0.50 (Hair et al., 2019). All latent variables of the adjusted PLS model (table 1) presented an AVE higher than the reference value, thus reinforcing the good consistency of the estimated model.

Table 1. Evaluation of PLS model

	Reflective Measures			Fornell-Larcker Criterion			HTMT Criterion	
	Cronbach's Alpha	Composite Reliability	AVE	EEC	EP	CRS	EEC	EP
Effective Employee Commitment (EEC)	0.811	0.853	0.599	0.706				
Employee Performance (EP)	0.852	0.899	0.690	0.417	0.831		0.409	
Social Responsibility (CRS)	0.964	0.967	0.573	0.678	0.510	0.688	0.687	0.537

According to the Fornell-Larcker criterion, there was discriminant validity of each of the three latent variables. The HTMT criterion measures the similarity between latent variables, and discriminant validity was established between latent variables if it shows a value below 0.90. The HTMT criterion had values below 0.90, so the latent variables used to meet the requirements of discriminant validity.

Research Results

Firstly, a statistical analysis of the latent variable indicators was carried out (Table 2).

Table 2. Item statistics of the constructs

Variables	Mean	Std. Deviation
Social Responsibility		
CSR1	3,96	0,895
CSR3	4,23	0,923
CSR4	3,87	0,985
CSR5	3,06	1,07
CSR7	3,31	1,168
CSR8	4,38	0,778
CSR10	4,32	0,802
CSR11	4,19	0,861
CSR12	3,73	1,194
CSR14	3,61	1,027
CSR15	4,16	0,899
CSR16	4,17	0,915
CSR17	4,12	0,919

CSR18	4,29	0,839
CSR19	3,73	1,131
CSR21	3,56	1,144
CSR22	4,11	0,881
CSR24	4,14	0,935
CSR25	4,14	0,896
CSR26	3,44	1,27
CSR27	3,94	0,937
CSR28	3,56	0,973
CSR29	4,3	0,779
CSR31	4,05	0,951
CSR32	3,49	1,375
CSR33	3,66	1,187
CSR34	3,56	1,092
CSR35	3,71	1,204
CSR36	4,5	0,715
CSR37	4,24	0,843
CSR38	3,98	1,021
CSR39	3,46	1,049
CSR40	3,24	1,172
Effective Employee Commitment		
EA1	3,52	1,213
EA2	3,73	1,144
EA3	2,08	1,245
EA4	2,09	1,293
EA5	3,74	1,186
EA6	2,15	1,268
Employee Performance		
DC1	4,29	0,718
DC2	4,07	0,829
DC3	4,15	0,857
DC4	4,01	0,905

After validating the adjusted PLS model, a bootstrap analysis was performed in Smart PLS to test, through the Ordinary Least Square method, the statistical significance of the relationships established in the adjusted PLS model. The results are shown in Table 3.

Table 3. Structural Model Path Coefficients

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: Social Responsibility→ Effective Employee Commitment	0.678	0.036	18.863	0.000*
H2: Social Responsibility → Employee Performance	0.421	0.080	5.284	0.000*
H3: Effective Employee Commitment→ Employee Performance	0.132	0.079	1.679	0.094*
Social Responsibility→ Effective Employee Commitment→ Employee Performance	0.089	0.055	1.638	0.102

Note: *p=0.000; ** p<0.10. Source: authors' own calculations.

Corporate social responsibility has a positive significant relationship with Effective Employee Commitment ($\beta = 0.678$) and Employee Performance ($\beta = 0.421$), confirming Hypotheses 1 and 2. However, when mediated by Effective Employee Commitment, corporate social responsibility has a positive statistical relationship ($\beta = 0.089$) with Employee Performance but is not statistically significant. In terms of corporate social responsibility, the items that generated greater agreement among respondents were, on average, CSR3 (Mean - M: 4.23), CSR8 (M: 4.38), CSR10 (M: 4.32), CSR18 (M: 4.29), CSR29 (M: 4.30), CSR36 (M: 4.50), CSR37 (M: 4.24). These items refer respectively to the company's respect for legal regulations; the fact that the company's central concern is to satisfy customer needs; the fact that the company's products and services comply with legal standards; the company's recognition for its reliability; the fact that the company does everything it can to satisfy customers; the payment of taxes continuously and regularly and the company's concern for doing what is ethically correct.

Finally, Effective Employee Commitment has a positive statistical association with Employee Performance ($\beta = 0.132$), confirming hypothesis 3. In terms of Effective Employee Commitment, the items which generated the highest agreement, on average, among the Portuguese employees surveyed were EA1 (M: 3.52), EA2 (M: 3.73) and EA5 (M: 3.74), concerning, respectively, the fact that the employee wishes to spend the rest of their career at the company where they are currently working; feeling the company's problems as if they were their own; and the meaning that the company where they work has in personal terms. However, in the items that measure Effective Employee Commitment, the item with the highest mean value was EA5 (M: 3.74), meaning that the remaining items generated little agreement, i.e. these items that measure Effective Employee Commitment, on average, apply little to the

employees surveyed. Concerning Employee Performance, the items which, on average, generated higher agreement were DC1 (M: 4.29) and DC3(4.15), concerning, respectively, the fact that the employee considers themselves an effective employee and their satisfaction with the work performed. In this group of items measuring Employee Performance, on average, the Portuguese employees surveyed stated that these items apply to their situation.

Discussion

With the results presented above, it was found that the social responsibility of the tends to influence Effective Employee Commitment positively. This result means that employees are more committed to companies with a greater number of social practices. This is because they identify as members of the organization and feel valued for their efforts (Hui, 2021). Employees committed to the organization are highly advantageous because they are more motivated, willing to do more with the same remuneration and less likely to leave the organization (Asrar-ul-Haq et al. (2017). Consequently, an improvement in the company's image before the market is also identified. The ideas defended by Luce et al. (2001), Peterson (2004), Edmans (2011) and Asrar-ul-Haq et al. (2017), are in line with the results of this study, in that they argue that the more social responsibility activities a company implements, the greater the level of commitment and satisfaction of its workers. It was also found that corporate social responsibility can positively influence Employee Performance. Therefore, when companies adopt social practices that include not only the environment but also activities related to the well-being of the employees, they feel supported and somehow obliged to give back positively, thus improving their performance (Cropanzano and Mitchell, 2005; Sun and Yu, 2015). As employees are one of the essential resources in sales, increasing their performance means higher profit margins and increased efficiency. Carmeli et al. (2007) and Chaudhary (2020) explain that the more employees identify with the organization, the greater the work citizenship behaviours and efforts applied to fulfil their work requirements, consequently improving their performance. Finally, the results indicate a positive and direct relationship between Employee Performance and Effective Employee Commitment. This means that the more committed employees are to the organization, the higher their performance tends to be (Asrar-ul-Haq et al. (2017). Therefore, CSR actions develop a powerful identification of employees with the organization (Collier and Esteban, 2007; Cullen et al., 2003; Schwepker, 2001). This positively influences first their beliefs (which express commitment) and consequently their attitudes (organizational performance), as argued by Sun and Yu (2015), Chaudhary and Akhouri (2019) and Hur et al. (2019).

Implications for Theory

This paper helps the development of the literature on the influence of CSR on effective employee engagement and performance and SIT literature. The study answers the gap that more studies are needed about the effects of CSR practices on

individual employee performance in organizations (Ali et al., 2020; Shin et al., 2017). The findings empirically reinforce the previous literature, demonstrating that SIT can be the support to justify that employees respond positively to the social investments that organizations (De Roeck et al., 2013; Peterson, 2004; Turker, 2008). Therefore, CSR can be considered a relevant predictor of employees' work behaviour within an organization. The perception of CSR activities at the company level positively affects employees' behaviour (Raza et al., 2021). Raza et al. (2021) state that when an organization has CSR activities, employee pride tends to increase. The authors state that employees are more dedicated to work engagement through CSR activities, further showing vigour, dedication and absorption. According to Memon et al. (2021b), employees may perceive fairness through organizations' CSR activities. This perception of justice (at the internal level of the organization) brings a positive voice behaviour (Memon et al., 2021a) and influences job satisfaction and sense of trust (Memon and Ghani, 2020) which discourages unproductive work behaviour (Mahmood et al., 2020; Memon et al., 2021b; Shin et al., 2017).

Practical Implications

The study offers several insights for managers, policymakers, analysts and human resource officers. Since the findings point to the crucial importance of social practices in increasing employee engagement and work performance, managers and policymakers must consider employees' perceptions of the organization's CSR activities (Rego et al., 2009). Given this, organizations need to fully understand how their employees understand and respond to organizational policies related to CSR. Thus, it is suggested that organizations effectively develop and implement social responsibility practices and policies and communicate them to their employees (Shin et al., 2016; Střihavková et al. 2021). In this way, it can reinforce employees' attitudes towards work and the organization (De Roeck et al., 2013; Farooq et al., 2013).

The results also highlight the crucial importance of social practices in increasing employee engagement. Consequently, work performance, which increases the competitive advantage of companies, improves their image before the market. This can help organizations decrease staff turnover and recruit more qualified and talented resources (Hui, 2021). According to Du et al. (2014) and Ali et al. (2020), an organization's intangible resources are seen as one of the drivers that assume relevant importance in achieving a sustainable competitive advantage. In general, employees prefer working in socially responsible organizations (Ali et al., 2020; Barakat et al., 2016). The findings of the present help and motivate managers to invest financially in applying CSR within organizations (Ali et al., 2020). Understanding employees' reactions when they feel esteemed and valued in the organization is also an aspect to be taken into account, particularly in the human resources department, to implement practices that promote the well-being of the employee and society in general. An example society and the local community where the organizations are located see positively is the development and commercialization of ecological services and

products (Hui, 2021). It is also important to disseminate the practices of CSR to the various stakeholders through social media (e.g., Twitter, Facebook, Instagram), newsletters, and magazines (Raza et al., 2021). In this framework, organizations can focus on creating CSR message content or even building a narrative. This can be done through storytelling messaging, which aims to create a context that leads stakeholders to evaluate the message in a positive way. Policymakers can create incentives for companies that promote and have CSR practices.

Limitations and Future Lines of Research

This paper presents some limitations, as it simply analyses the internal influences of CSR, not mentioning the external impact, i.e. on society itself. Therefore, future studies may also consider individual employees' differences in social and cultural contexts, which could raise complementary results to this study. A further limitation is that although this research aimed to examine the influence of CSR perceptions on employee performance behaviours, the research would become more comprehensive by examining other underlying psychological mechanisms. Further studies could also be conducted in which other theories are used. This study has as a unit of analysis the employees of organizations, not taking into account the perception of organizations. Thus, it is justified that in future studies, the unit of analysis is the organization. We also leave a question: What is the role of CSR in transitioning from traditional business models to sustainable (ecological) ones?

Conclusion

This study aims to assess the influence of CSR in Portuguese companies on effective employee commitment and performance from the perspective of SIT. It was found that the company's CSR can influence effective employee commitment and performance, and it was also found that effective employee commitment directly influences employee performance. With these results, we conclude that the more social practices the organization adopts, the more committed its employees will be and, consequently, they will provide a better service, thus increasing their performance, which is extremely positive for the organization because it increases its efficiency and the business's profit margin, as well as its image before third parties. This paper contributes to the development of the literature on CSR and SIT. It also leaves suggestions that can serve as guidelines for organizations, specifically for policymakers, managers, or human resource professionals supervising subordinates who are tasked with motivating their employees. CSR is fundamental for organizations' performance and results and is subsequently relevant for organizations to achieve their objectives, thus being a win-win practice.

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Appendix:

Questionnaire

Corporate Social Responsibility

(Scale: 1 - the statement does not strictly apply to the company and 5 - the statement completely applies to the company)

1. The company continuously improves the quality of its products and services.
2. The company continuously seeks to increase its profits.
3. The company promptly complies with legal regulations.
4. The company has a comprehensive code of conduct/ethics that covers various areas.
5. The salaries offered by the company are above the industry average.
6. The company contributes to charitable organizations.
7. The company has a program to reduce energy consumption and material waste.
8. Meeting customer needs is a central concern of the company.
9. The company is committed to cost reduction.
10. All products and services of the company comply with legal standards.
11. In general, the company adheres to ethical and professional standards and norms.
12. The company supports employees who wish to acquire additional training.
13. The company develops partnerships with local organizations and schools.
14. Regarding environmental respect, our company strives to go beyond legal requirements.
15. The company provides honest information about its products and services to customers.
16. The company is committed to continuously improving its productivity.
17. Contractual obligations are always honored by the company.
18. We are recognized as a trustworthy company.
19. The company's flexible policies allow employees to better coordinate their professional and personal lives.
20. The company supports local sports and cultural activities.
21. The company seeks to reduce pollutant emissions and waste production.
22. The company's products and services are of high quality.
23. The company is committed to becoming increasingly profitable.
24. The company operates legally in all areas.
25. The company strives to be fair to all entities and individuals it interacts with.
26. The company offers benefits to employees beyond what is legally required.
27. The company acts responsibly towards the surrounding community.

28. The company is known in the community for its environmental responsibility.
29. The company does everything possible to satisfy its customers.
30. Profit is one of the company's main concerns.
31. The company seeks to comply with all labor and employee benefits laws.
32. The company has procedures in place that allow employees to confidentially report misconduct at work (e.g., theft or sexual harassment).
33. The company's policies encourage employees to develop their skills and careers.
34. The company is committed to contributing to the development of the local community.
35. The company encourages employees to separate waste for recycling.
36. The company pays all its taxes regularly and consistently.
37. The company is committed to doing what is ethically right.
38. The company strives to be fair to its employees.
39. The company takes measures to develop the local community.
40. The company participates in activities aimed at protecting nature.

Employee Performance

(Scale: 1 - the statement does not strictly apply to the company and 5 - the statement completely applies to the company)

1. I am an effective employee.
2. My colleagues see me as a very productive person.
3. I am satisfied with the quality of my work.
4. My supervisor views me as an effective employee.

Effective Employee Commitment

(Scale: 1 - the statement does not strictly apply to the company and 5 - the statement completely applies to the company)

1. I would love to spend the rest of my career at this organization.
2. I feel the organization's problems as my own.
3. I do not feel like I am part of the "family" of this organization.
4. I do not feel any emotional attachment to this organization.
5. This organization has great personal significance for me.
6. I do not feel a strong sense of belonging to my organization.

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CZY FIRMY SPOŁECZNIE ODPOWIEDZIALNE WSPIERAJĄ WIĘKSZE ZAANGAŻOWANIE PRACOWNIKÓW?

Streszczenie: Społeczna odpowiedzialność biznesu (CSR) to innowacyjne podejście do tworzenia wartości dla interesariuszy poprzez budowanie silnych relacji. Coraz większym zainteresowaniem cieszy się badanie wpływu CSR na postawy i zachowania pracowników. Niniejszy artykuł ocenia wpływ CSR na zaangażowanie i wydajność pracowników w portugalskich firmach przez pryzmat teorii tożsamości społecznej. Przeprowadzono ankietę wśród 278 portugalskich pracowników, a do analizy wykorzystano metodę częściowych najmniejszych kwadratów. Wyniki sugerują, że praktyki CSR mają pozytywny wpływ zarówno na zaangażowanie pracowników, jak i na ich wyniki. Ponadto zaangażowanie pracowników jest pozytywnie powiązane z wynikami. W związku z tym organizacje, które stosują więcej praktyk CSR, mogą spodziewać się wzrostu zaangażowania pracowników, co z kolei poprawia wyniki. Niniejsze badanie stanowi wkład w literaturę dotyczącą CSR i teorii tożsamości społecznej oraz zawiera praktyczne zalecenia dla przedsiębiorstw, decydentów i specjalistów ds. zasobów ludzkich, zachęcając organizacje do ponownej oceny swoich praktyk CSR.

Słowa kluczowe: społeczna odpowiedzialność biznesu; teoria tożsamości społecznej; efektywne zaangażowanie pracowników; wyniki pracowników; zaangażowanie pracowników