

## Effect of Perceived Corporate Social Responsibility on Meaningfulness, Employee Engagement and Organizational Commitment

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### ABSTRACT

Interest in Corporate Social Responsibility (CSR) has grown over the years. Beyond a firm's financial responsibilities, CSR encourages them to contribute to the wellbeing of the society and the environment. Understanding employees' perceptions of CSR is essential as it influences the meaning they derive from their work, the level of engagement and commitment they display towards their organization. The study aims to explore the gender differences and the effect of Perceived Corporate Social Responsibility (PCSR) on meaningfulness, employee engagement, and organizational commitment. The sample consisted of 90 employees (45 males and 45 females) aged between 21-30 years working in private corporations at Delhi-NCR. Independent samples t-test and multiple linear regression were employed. The findings revealed no significant gender differences in meaningfulness, engagement, and organizational commitment. The results further showed that Social PCSR significantly predicts meaningfulness and employee engagement, with insignificant contribution from Environmental PCSR. Both Social PCSR and Environmental PCSR emerged as significant predictors of organizational commitment.

**Keywords:** *Perceived Corporate Social Responsibility (PCSR), meaningfulness, employee engagement, organizational commitment*

Corporate Social Responsibility (CSR) generally implies an organization's duty to contribute to the well-being of society and the environment. It entails running a business in a way that satisfies or surpasses society's ethical, legal, and public standards for firms (Greenberg, 2011). The following definition has been utilized in this study.

“CSR is defined as caring for the well-being of others and the environment with the purpose of also creating value for the business. CSR is manifested in the strategies and operating practices that a company develops in operationalizing its relationships with and impacts on the well-being of all of its key stakeholders and the natural environment” (Glavas & Kelly, 2014, p.7).

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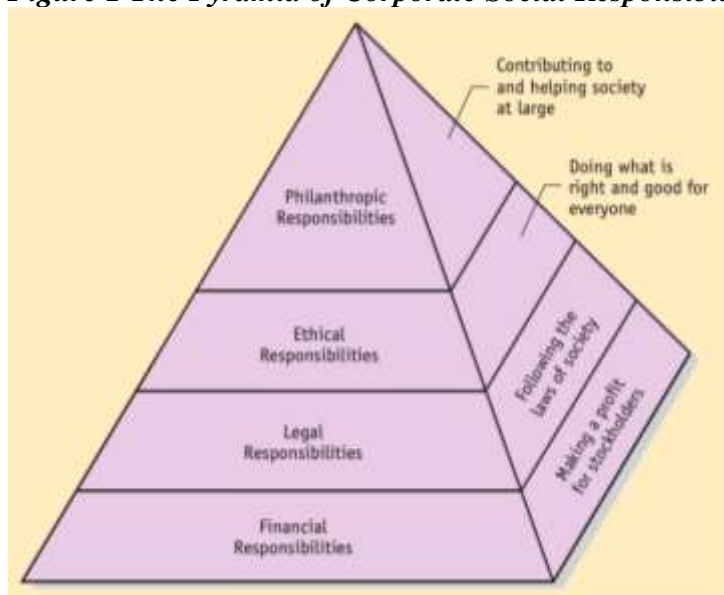
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Figure 1 shows the Pyramid of Corporate Social Responsibility. At its base, there's financial responsibility because if the business isn't running well, the organization cannot accomplish other levels. The legal requirements make up the second level of the pyramid. It ensures that the company is abiding by the laws and regulations of the country and/or region in which they reside and operate the business. The third tier of the pyramid includes ethical responsibilities. This implies that the organization should operate in a fair and ethical manner. The fourth and top tier of the pyramid is philanthropic responsibility. Organizations at this level put in efforts to make a larger positive impact on the society and environment. Donating to nonprofits or emphasizing environmentally friendly behaviors are examples of philanthropic responsibility. A famous quote by Henry Ford says "A business that makes nothing but money is a poor kind of business" (Wufson, 2001).

**Figure 1 The Pyramid of Corporate Social Responsibility**



*Note.* From Carroll, 1991 (as cited by Greenberg, 2011)

Like the pyramid of CSR, Triple-Bottom Line is another essential concept to understand CSR, and assumes that corporations are a member of the moral society and have social duties. Triple Bottom-Line refers to the contemporary notion that in addition to focusing on a company's financial performance, executives should also ensure that their enterprises are doing well in terms of promoting environmental quality and social justice (Greenberg, 2011). The Triple Bottom-Line can be remembered through the three P's - People, Planet, and Profits.

CSR can take many forms. Four major forms in which CSR is manifested are given below (Greenberg, 2011). Firstly, CSR assists the community by making charitable donations. Secondly, CSR helps in preserving the environment. Thirdly, CSR promotes socially responsible investing. Fourthly, CSR enhances employee welfare.

Many studies have explored CSR relationship with employees engagement, meaningfulness and commitment. According to Rosso et al. (2010), CSR is a pathway through which employees can find meaning since they believe they are contributing to the greater good. Employees discovering better purpose and values congruence at work, according to Glavas

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(2016), is one reason why there is a positive relationship between CSR and engagement. Scholars have found that CSR and organizational commitment have a positive significant relationship (Glavas & Kelley, 2014; Ditlev-Simonsen, 2015). Within social identity theory, employees may be required to identify with firms' socially responsible behavior, resulting in an increase in organizational commitment (Brammer et al., 2007).

Various benefits of CSR contribute in employee engagement, meaningfulness and commitment. CSR is becoming increasingly important for organizations. While once CSR used to be an organization's internal policy or corporate ethic strategy, several national and international laws have developed to mandate organizations to set up a CSR committee and contribute toward social and environmental wellbeing. According to KPMG's CSR reporting survey 2018, 69% of companies in India reported on Corporate Social Responsibility. CSR is an integral element of daily operations, and every employee interacts with it in some way. CSR has been shown to increase pride in an organization by signaling its reputation (Jones et al., 2014). CSR could also send a message to potential employees that they will be addressed fairly (Montgomery & Ramus, 2011; Jones et al., 2014).

Understanding employee perceptions of corporate social responsibility (PCSR) is essential because these perceptions affect the meaning employees derive from their work, the level of engagement they offer to the organization, and the commitment they display towards their organization. Also, in-depth understanding of PCSR will put the organization in a better position for policy drafting and will enhance the contribution of employees to their work. It is important to explore the positive effect of PCSR so that rather than considering it as a cost, organizations adopt it as an integral part of their system, which will strengthen not only the organization but the community as a whole.

Women under representation and discrimination might affect their work meaning, engagement, and organizational commitment. Considering women's involvement in multitasking roles at work and households, it is important to understand whether these factors create gender differences. Hence, this study was designed to explore the effect of gender differences and Perceived Corporate Social Responsibility (PCSR) on meaningfulness, employee engagement, and organizational commitment. The present study is conceptualized as Micro CSR research as it focuses on individual (employee) level of analysis instead of organizational level (Macro CSR research). Employees presently working in private service sector corporations were chosen as the sample of this study because corporations as against small start-ups and medium-sized organizations are mandated by law to contribute 2% of their net profits to CSR activities. Corporates have a separate CSR department and they also provide their annual CSR report. Further, the age of the sample was kept between 21 and 30 years because employees in this age group are the youth who have the maximum contribution in the workforce. Moreover, the sample was decided to be employees working in corporations at Delhi-NCR as it is well known that Delhi-NCR is one of the hubs of Multinational Corporates, MNCs, in India.

*Based on the above discussion, the following objectives were laid down:*

- To examine the gender differences with respect to meaningfulness, employee engagement, and organizational commitment.
- To explore the role of Social PCSR and Environmental PCSR in predicting meaningfulness, employee engagement, and organizational commitment.

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Based on the objectives above, the following hypotheses were made:

- $H_1$  There will be significant gender differences with respect to meaningfulness.
- $H_2$  There will be significant gender differences with respect to employee engagement.
- $H_3$  There will be significant gender differences with respect to organizational commitment.
- $H_4$  Social PCSR and Environmental PCSR will significantly predict meaningfulness.
- $H_5$  Social PCSR and Environmental PCSR will significantly predict employee engagement.
- $H_6$  Social PCSR and Environmental PCSR will significantly predict organizational commitment.

### METHOD

#### *Design*

A cross-sectional study was carried out to understand the effect of gender differences and Perceived Corporate Social Responsibility (PCSR) on meaningfulness, employee engagement, and organizational commitment. The independent variable was PCSR. Dependent variables were meaningfulness, employee engagement, and organizational commitment. Variables such as age and geographical location of the participants' organization were controlled in this study. A quantitative approach was used for data collection and analysis.

#### *Participants*

The participants of the study were employees between the ages of 21 and 30 years who are currently working in private service sector corporates at Delhi & NCR. The sample consisted of 90 participants consisting of 45 males and 45 females. Non-probability sampling was carried out. Data was collected through circulating Google forms using purposive, convenience, and snowball sampling.

#### *Tools Used*

Four standardized scales were administered to accomplish the objectives of the study. These include the Perceived Corporate Social Responsibility scale given by Glavas in 2014, the Work and Meaning Inventory (WAMI) given by Steger et al. in 2012, the Engagement Scale given by May et al. in 2004 and the Organizational Commitment Questionnaire (OCQ) given by Mowday et al. in 1979.

- **Perceived Corporate Social Responsibility (Glavas & Kelly, 2014):** Participants' perceptions of their organization's CSR were measured using the Perceived Corporate Social Responsibility Scale (PCSR) (Glavas & Kelly, 2014). This scale follows a bifactor model. In a bifactor model, items are a function of two factors: (a) a general factor that reflects a common construct that is partially responsible for all items (general PCSR), and (b) specialized constructs that load onto a subset of items (social PCSR and environmental PCSR). There are 8 items in this scale. Items 1-4 measure Social PCSR and items 5-8 measure environmental PCSR. The congeneric scale (which combines social and environmental responsibility into a single composite scale) has a Cronbach's alpha of .87. Convergent validity, discriminant validity, criterion-related validity have been demonstrated by Glavas in 2014. A seven-point Likert scale was used to collect responses ranging from 1 = strongly

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disagree and 7 = strongly agree, therefore the scores could range from 8 to 56. A score of 32 and above was considered high.

- **Work And Meaning Inventory (WAMI) (Steger et al., 2012):** Meaningfulness in work was measured using the Work and Meaning Inventory (WAMI) (Steger et al., 2012). There are 10 items on the scale. This scale follows a multidimensional model of Meaningful Work (MW) consisting of dimensions of positive meaning (PM) (items 1,4,5,8), meaning-making (MM) through work (items 2,7,9), and greater good (GG) motivations (items 3,6,10). The Meaningful Work score reveals how important people consider their work to be, how deeply invested they are in it, and how it contributes to a source of flourishing in their lives. Research (Steger et al., 2012; Tims et al., 2016) has supported the score validity and reliability of WAMI with a Cronbach alpha of 0.86. A five-point Likert scale was used to obtain responses ranging from 1 = absolutely untrue and 5 = absolutely true, hence the scores could range from 10 to 50. A score of 30 and above was considered high.
- **Engagement Scale (May et al., 2004):** Engagement of employees was measured using the psychological engagement scale developed by May et al. in 2004. There are 13 items on this scale. The items consist of the three components of Kahn's psychological engagement (1990): cognitive, emotional, and physical engagement. Cronbach's alpha for the overall scale is .71. Responses were obtained using a five-point Likert scale ranging from 1 = strongly disagree and 5 = strongly agree. Thus, the scores could range from 13 to 65. A score of 39 and above was considered high.
- **Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1979):** Organizational Commitment was assessed using the Organizational Commitment Questionnaire (OCQ) developed by Mowday and associates in 1979. There are 15 items on this scale. Cronbach's alphas for items of the scale were consistently very high, ranging from .82 to .93 with a median of .90. Evidence has also been found for acceptable levels of convergent, discriminant, and predictive validity (Mowday et al., 1979). Further, evidence also exists to view organizational commitment as a multidimensional construct (White et al., 1995). A seven-point Likert scale was used to collect responses ranging from 1 = strongly disagree and 7 = strongly agree. Hence, the scores could range from 15 to 105. A score of 60 and above was considered high.

### *Procedure*

The study aimed to understand the effect of gender differences and perceived corporate social responsibility on meaningfulness, employee engagement, and organizational commitment. The concepts of perceived corporate social responsibility, meaningfulness, employee engagement, and organizational commitment were operationalized. An extensive review of the literature was conducted and objectives were laid down.

A Google form was formulated which included demographic information, and the items of the PCSR, WAMI, Engagement Scale, and OCQ. Responses from employees between the ages of 21 and 30 who are working in private service sector corporates at Delhi & NCR for a minimum of 6 months and maximum of 5 years were obtained. The entire process of data collection was conducted in accordance with APA 7 ethical guidelines. The participants were assured that information obtained would remain confidential and would only be used for academic and research purposes. The participants were further made aware of their right to withdraw at any time without harm or judgment. Informed consent was taken from the participants.

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A total of 109 responses were obtained. After elimination, 90 responses were retained. The composite score of Social PCSR, Environmental PCSR, General PCSR, WAMI, Engagement, and OCQ was calculated for each individual. Independent samples *t*-test was carried out to examine gender differences with respect to meaningfulness, employee engagement, and organizational commitment. Further, multiple linear regression was conducted to explore the predictive effect of Social PCSR and Environmental PCSR on meaningfulness, employee engagement, and organizational commitment.

### RESULT

*Table 1 Demographics of The Sample*

Variable		Frequency	Percentage (%)
Gender	Male	45	50.00
	Female	45	50.00
	<b><i>n</i></b>	<b>90</b>	<b>100.00</b>
Age (in years)	21-25	50	55.56
	26-30	40	44.44
	<b><i>n</i></b>	<b>90</b>	<b>100.00</b>
Annual Income (in rupees lakhs per annum)	1-15	65	72.22
	16-30	21	23.33
	31-45	4	4.45
	<b><i>n</i></b>	<b>90</b>	<b>100.00</b>
Tenure (in years)	Less than an year	7	7.78
	1	45	50.00
	2	16	17.78
	3	7	7.78
	4	2	2.22
	5	13	14.44
	<b><i>n</i></b>	<b>90</b>	<b>100.00</b>
Department	CSR	19	21.11
	Others	71	78.89
	<b><i>n</i></b>	<b>90</b>	<b>100</b>

*Note.* *n* = 90, CSR denotes Corporate Social Responsibility

Table 1 depicts the demographics of the sample. The demographics include gender, age (in years), annual income (in rupees lakhs per annum), tenure (in years), and the department in which the employees work. The sample consists of 45 males and 45 females, constituting 50% each. 50 participants belonged to the 21-25 years age group, constituting 55.56% of the sample, while the remaining 40 participants belonged to the 26-30 years age group, constituting 44.44% of the sample. 65 participants amounting to a huge majority of 72.22% of the sample reported their annual income to be between rupees 1-15 lakhs per annum. 21 participants (23.33%) and the remaining 4 participants (4.45%) reported their annual incomes to be between rupees 16-30 and 31-45 lakhs per annum. Seven participants have just joined their respective organizations and they haven't yet completed working a year. About half of the sample i.e. 45 participants have been working in their respective organizations for one year. 16, 7, and 2 participants have been working in their respective companies for two, three, and four years. 13 participants have been working for five years in their respective organizations. 19 participants work in the CSR Department of their

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companies, amounting to 21.11% while the 71 participants work in other departments, amounting to 78.89%.

**Table 2 Mean, Standard Deviation, and t for Meaningfulness in Males and Females**

Variable	Gender	n	Mean	SD	df	t
Meaningfulness	Males	45	40.0	8.07	88	-0.6196
	Females	45	41.0	7.21		

Note.  $p < .05^*$ ,  $p < .01^{**}$

Table 2 presents the gender differences in level of meaningfulness at work. The two tailed  $t$ -test ( $t = -0.62$ ,  $p > .05$ .) indicates that there are no significant gender differences with respect to meaningfulness. The mean scores for males and females on meaningfulness are 40.0 ( $SD = 8.07$ ) and 41.0 ( $SD = 7.21$ ), also show negligible difference in meaningfulness.

**Table 3 Mean, Standard Deviation, and t for Employee Engagement in Males and Females**

Variable	Gender	n	Mean	SD	df	t
Employee Engagement	Males	45	48.00	6.71	88	-0.0889
	Females	45	48.20	7.50		

Note.  $*p < .05$ ,  $**p < .01$

Table 3 shows the gender differences in level of employee engagement. From the two tailed  $t$ -test ( $t = -0.09$ ,  $p > .05$ ), it can be clearly observed that there are no significant gender differences with respect to employee engagement. The mean scores for males and females on employee engagement are 48.0 ( $SD = 6.71$ ) and 48.2 ( $SD = 7.50$ ), also shown by the bar graph in Figure 4. Therefore, the mean scores show negligible difference in employee engagement.

**Table 4 Mean, Standard Deviation, and t for Organizational Commitment in Males and Females**

Variable	Gender	n	Mean	SD	df	t
Meaningfulness	Males	45	40.0	8.07	88	-0.6196
	Females	45	41.0	7.21		

Note.  $*p < .05$ ,  $**p < .01$

Table 4 depicts the gender differences in level of organizational commitment. The two tailed  $t$ -test ( $t = -0.38$ ,  $p > .50$ ) indicates that there are no significant gender differences with respect to organizational commitment. The mean scores for males and females on organizational commitment are 71.9 ( $SD = 14.05$ ) and 73.0 ( $SD = 13.99$ ). Females are slightly higher than males in organizational commitment.

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**Table 5 Social PCSR and Environmental PCSR as predictors of Meaningfulness**

Predictor Variables	Unstandardised Coefficient		Standardized Coefficient	t	R <sup>2</sup>	Adjusted R <sup>2</sup>	F
	B	SE	β				
Social PCSR	0.9329	0.261	0.4615	3.57**	0.239	0.222	12.75**
Environmental PCSR	0.0582	0.193	0.0390	0.30			

Note. \* $p < .05$ , \*\* $p < .01$

Table 5 depicts the results of multiple linear regression investigating whether Social PCSR and Environmental PCSR significantly predict employees' sense of work meaningfulness. While Social PCSR contributes significantly and positively to the model ( $\beta = .46$ ,  $F = 12.75$ ,  $p < .01$ ), Environmental PCSR does not contribute to the model ( $\beta = .03$ ,  $F = 0.091$ ,  $p > .05$ ). However, the combined effect of Social PCSR and Environmental PCSR explains 23.9% of the variance and the model is a significant predictor of meaningfulness.

**Table 6 Social PCSR and Environmental PCSR as predictors of Employee Engagement**

Predictor Variables	Unstandardized Coefficient		Standardized Coefficient	t	R <sup>2</sup>	Adjusted R <sup>2</sup>	F
	B	SE	β				
Social PCSR	0.5707	0.263	0.304	2.17*	0.106	0.0859	4.72*
Environmental PCSR	0.0424	0.194	0.0307	0.22			

Note. \* $p < .05$ , \*\* $p < .01$

Table 6 presents the results of multiple linear regression investigating whether Social PCSR and Environmental PCSR significantly predict employee engagement. The findings indicate that Social PCSR contributes significantly and positively to the model ( $\beta = .30$ ,  $F = 4.72$ ,  $p < .05$ ) while Environmental PCSR does not contribute to the model ( $\beta = .03$ ,  $F = 0.05$ ,  $p > .05$ ). However, the combined effect of predictors (Social PCSR and Environmental PCSR) significantly explain 10.6% of the variance on employee engagement.

**Table 7 Social PCSR and Environmental PCSR as predictors of Organizational Commitment**

Predictor Variables	Unstandardized Coefficient		Standardized Coefficient	t	R <sup>2</sup>	Adjusted R <sup>2</sup>	F
	B	SE	β				
Social PCSR	1.162	0.436	0.314	2.66**	0.366	0.352	7.10**
Environmental PCSR	0.938	0.321	0.244	2.92**			

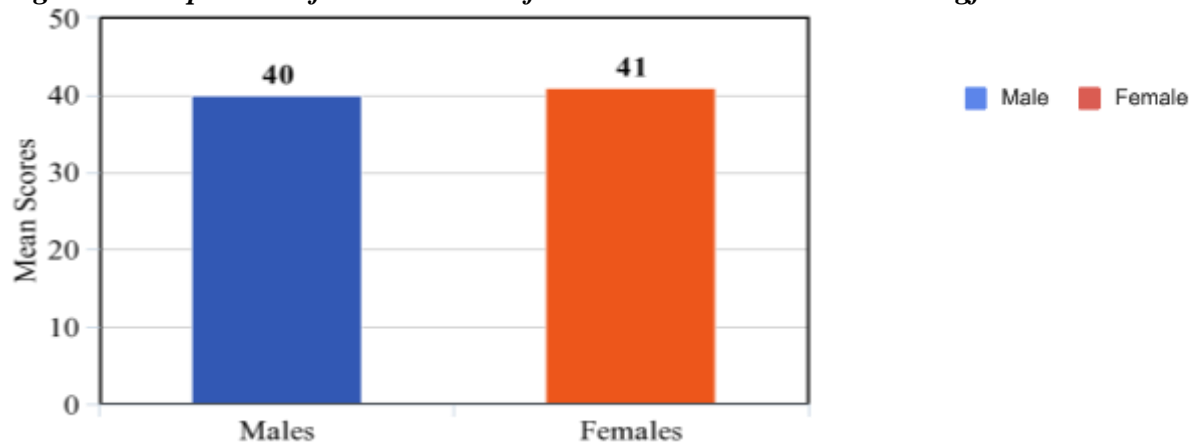
Note. \* $p < .05$ , \*\* $p < .01$



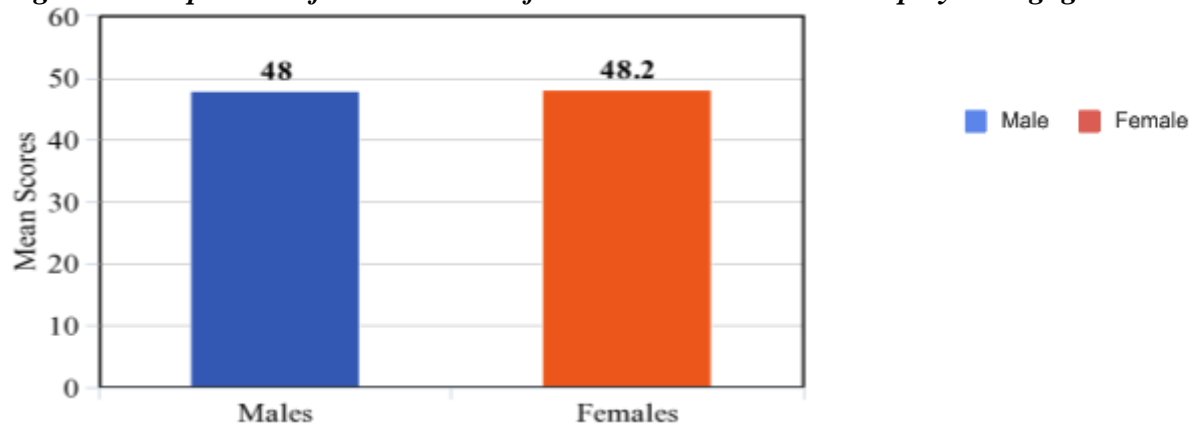
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Table 7 depicts the results of multiple linear regression investigating whether Social PCSR and Environmental PCSR significantly predict organizational commitment. Both predictor variables, Social PCSR ( $\beta = .31, F = 7.10, p < .01$ ). and Environmental PCSR ( $\beta = .244, F = 8.51, p < .01$ ) contribute positively and significantly to the model. Further, the combined effect of Social PCSR and Environmental PCSR explain 36.6% of the variance and the model is a significant predictor of organizational commitment.

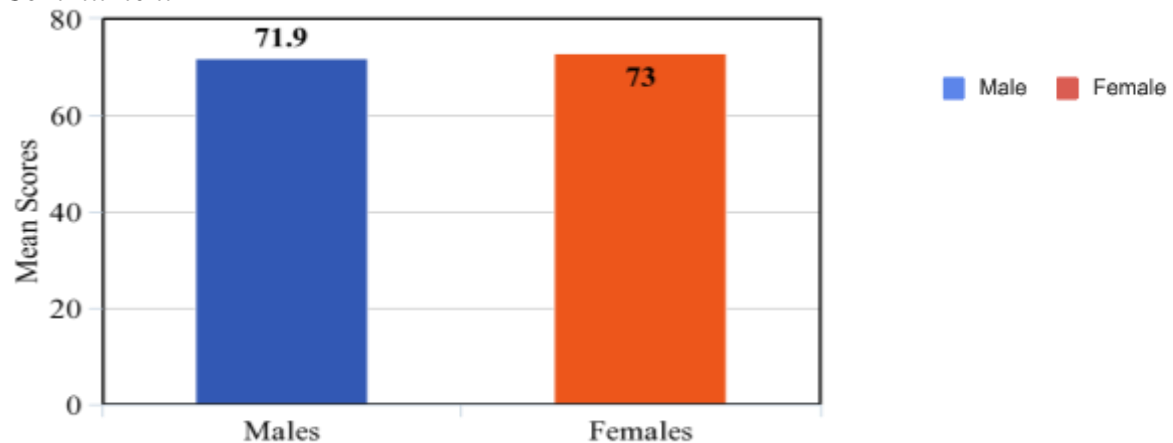
**Figure 3 Comparison of Mean Scores of Males and Females on Meaningfulness**



**Figure 4 Comparison of Mean Scores of Males and Females on Employee Engagement**



**Figure 5 Comparison of Mean Scores of Males and Females on Organizational Commitment**



## DISCUSSION

Today's workers place a high value on their organizations' socially responsible actions (Brammer & Millington, 2003). Employee attitudes and conduct toward their firms are influenced by their subjective evaluations of CSR. The purpose of the current study was to understand the effect of perceived corporate social responsibility (PCSR) on work meaningfulness, employee engagement, and organizational commitment.

The first objective was to investigate the gender differences with respect to meaningfulness, employee engagement, and organizational commitment. Independent samples *t*-tests comparing males and females on meaningfulness (Table 2) indicated no significant gender differences with respect to meaningfulness. Therefore, the hypothesis,  $H_1$ , is rejected. The mean scores of females were negligibly higher than males on meaningfulness (Figure 3). Insignificant gender differences in meaningfulness may be explained via shift in the working mode, that is, work-from-office to work-from-home, brought in by the COVID-19 pandemic. Work-from-home implied that the gender of the person sitting behind the camera in an online meeting does not matter.

The findings from independent samples *t*-tests comparing males and females on employee engagement (Table 3) indicated that there are no significant gender differences with respect to employee engagement. Therefore, the hypothesis,  $H_2$ , is rejected. Through mean scores also, no gender differences were observed (Figure 4). These findings are also supported by the study of Mulaudzi and Takawira (2017) who found no statistically significant gender differences amongst employees with regard to their levels of work engagement. Insignificant gender differences in employee engagement could be because the sample of this study work in MNCs who have equal gender representation.

The findings from independent samples *t*-tests comparing males and females on organizational commitment (Table 4) indicated that there are no significant gender differences with respect to organizational commitment. Therefore, the hypothesis,  $H_3$ , is rejected. However, the mean scores of females were slightly higher than males on organizational commitment (Figure 5). Insignificant gender differences in organizational commitment may be reasoned with the loss of jobs induced by the COVID-19 pandemic and economic recession, which lead young adults to stay in their current jobs, as it may have been difficult for them to find a new job considering their inexperience. This may have led them to display increased commitment towards their organization, irrespective of their gender. Further, the slight mean difference may be because women may have found it more comfortable to express their emotions of attachment and commitment to their organizations than men, due to widely held stereotypes that men shouldn't express their emotions, especially in the context of a work setting.

The second objective of the study was to explore the role of Social PCSR and Environmental PCSR in predicting meaningfulness, employee engagement, and organizational commitment. From Table 5, it can be observed that the combined effect of Social PCSR and Environmental PCSR explain 23.9% of the variance and significantly predict meaningfulness, where contribution from Social PCSR is significant but that of Environmental PCSR is insignificant. Therefore, the hypothesis,  $H_4$ , is retained. These findings can be supported by the study of Gardner et al. (2001) who concluded that employees find a deeper sense of purpose when they perceive they are working for socially responsible companies. These results can be explained by looking at meaningfulness from a

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spiritual lens. Indian employees may consider their work to be spiritual, as a source of meaning that is greater than their lives, and as a virtue to contribute towards the greater good of the society.

From Table 6, it can be inferred that the combined effect of Social PCSR and Environmental PCSR significantly explain 10.6% of the variance on engagement, where contribution from Social PCSR is significant but that of Environmental PCSR is insignificant. Therefore, the hypothesis, H<sub>5</sub>, is retained, that is, Social PCSR and Environmental PCSR significantly predict employee engagement. These results are in cognizance to Chaudhary (2017) who concluded that the overall CSR perceptions were found to relate positively to employee engagement. Using Kahn's theory (1990), it can be reasoned that when an employee perceives highly of their organization because of its CSR activities, the cognitive component of employee engagement may already be established, which may further lead to emotional and physical expression of being engaged at work. Environmental PCSR contributed insignificantly may be because humans are social beings who have relied on each other to survive and thrive, and social concerns have existed since times immemorial, while environmental issues are fairly new.

From Table 7, it can be seen that the combined effect of Social PCSR and Environmental PCSR explain 36.6% of the variance and significantly predict organizational commitment, where contributions from both the predictors are significant. The hypothesis, H<sub>6</sub>, is retained, that is, Social PCSR and Environmental PCSR significantly predict organizational commitment. These findings are supported by the study of Maigan and Ferrell (2001) who concluded that employees are happy when they align with firms that have positive reputations since affiliation with those firms improves their self-concept, making them commit more to the organization. The findings of the present study may also be reasoned with the Social Identity Theory (Tajfel & Turner, 1986) that when an organization carries out Social and Environmental CSR activities, it might create a circumstance in which the individuals may think and identify themselves as the valuable employees of that organization, which may lead to increased organizational commitment. For instance, a queer employee, who works in an organization that regularly hosts workshops and spreads awareness about the LGBTQIA+ community, is more likely to identify that their organization significantly contributes to the society. This employee may further believe in their organization's goals and strongly intend to stay in that organization.

The following implications have been highlighted by the present study. Despite receiving widespread traction in CSR research, there are few micro-CSR types of research on incumbent employees in the Indian context. The present study contributed to the micro-CSR literature as it focuses on individual level of analysis, specifically in the Indian context. The study implied that since the combined effect of Social and Environmental PCSR is a predictor of employee engagement, human resource managers and organizational psychologists can embed CSR initiatives in the daily workings of firms to maximize return to the organization in terms of engagement (Chaudhary, 2019). Another implication of this study is that since Environmental PCSR did not significantly contribute to the combined prediction effect of Social PCSR and Environmental PCSR, efforts should be made firstly that the organization is carrying out ample environmental CSR initiatives, known to the employees. Efforts should secondly be made to sensitize the employees towards environmental concerns, how it impacts them, and how their organization is contributing to their wellbeing through environmental CSR initiatives. Further, the study implied that when

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employees think that their organizations are socially responsible, they find meaning in work, and engage and commit to their organizations. In this way, their work contribution increases towards their organizations, hence, CSR should not be perceived as a cost to the organization because it not only contributes to the community but also to the corporation.

The results of this study should also be seen in the context of a few limitations. Firstly, from this study, it is known that employee perceptions of CSR have an effect on meaningfulness, employee engagement, and organizational commitment but the study does not comment on the links between them. Secondly, data collection was carried out online which implies that data could only be collected from employees privileged with access to a device for filling out the questionnaire. Thirdly, the sample size of the study was small, hence the results cannot be generalized. Though not explicitly but some organizations may have strict policies which mandate the employees to not disclose information regarding their work this, in turn, might have affected participants' responses. Lastly, self-report measures are subjected to biases such as social desirability. As participants knew that their responses will be analyzed, hence, they might have put in responses perceived as ideal for them.

In future, research may be conducted with permission from organizations so that employees are recommended by their organizations to fill the questionnaire honestly, hence, the employees will not hesitate in completing the questionnaire. This, in turn, will also increase the response rate and help future researchers to obtain a larger sample. Moreover, the comparative criteria can be increased in future research by including different age groups such as young adults, middle-aged adults, and older adult employees; different departments, or different organizations. It is important to study different age groups because work patterns and employee attitudes have drastically changed in the last two decades, even more so in the last two years. Lastly, future researchers can design a mixed-methods study so that the results from quantitative analysis can be triangulated with results from qualitative analysis, making them more credible.

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### **Conflict of Interest**

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