

**MEASURING CORPORATE SOCIAL RESPONSIBILITY LEADING TO
ORGANIZATIONAL COMMITMENT AND BELONGINGNESS**

by

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Abstract

Following the completion of the study, it was found that there exists a significant relationship between perceived Corporate Social Responsibility (CSR) congruence and employee outcomes, particularly organizational commitment, as elucidated through the lens of social identity theory. The investigation aimed to elucidate how employees' personal values and assessments of CSR dimensions could positively shape their attitudes and commitment to their organizations. The study, conducted with participants from various organizations recruited via the Amazon Mechanical Turk (M-Turk) platform, delved into three key CSR dimensions: Discretionary, Ethical, and Economic Responsibility. Results indicated that organizations can bolster organizational commitment by fostering a sense of alignment between CSR endeavors and employees' values. Specifically, when employees perceive harmony between their personal values and the CSR initiatives of their organization, they are more inclined to feel a heightened sense of Belongingness and commitment to the organization. The study also highlighted the mediating role of Belongingness, suggesting that the relationship between CSR and organizational commitment is significantly influenced by employees' feelings of Belongingness. These findings underscore the importance for organizations to tailor CSR initiatives in a manner that resonates with their employees' values, thereby nurturing a sense of Belongingness and fostering stronger organizational commitment. Moreover, the study underscores the need for further cross-cultural research to ascertain the generalizability of these findings across diverse cultural contexts.

Keywords: organizational outcomes, responsibility, CSR, commitment, values, norms, Belongingness, CSR dimensions, positive attitudes, ethical and economic behaviors, congruence

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Dedication

This dissertation is dedicated first and foremost to my grandmother, Evelyn, for always instilling wisdom and providing unwavering support. Her encouragement, patience, and guidance as a young man will forever be near my heart. Although she is no longer in this world, I know she is looking down and smiling profoundly.

Next, I want to thank my beautiful wife, Tamara, who has provided immense love, support, and patience while working on this dissertation. She made sure I managed my time and stayed on course to complete this invigorating journey. Thank you for your continued support by providing suggestions and ideas that brought me to this point to make our children proud.

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CHAPTER 1: INTRODUCTION TO THE STUDY

Introduction

In recent years, Corporate Social Responsibility (CSR) has sparked a significant surge of interest among researchers and practitioners alike. Scholars define CSR as a deliberate tool used by organizations to uphold social and economic responsibilities, benefiting their employees, stakeholders, and consumers (Agudelo et al., 2019). It encompasses voluntary actions undertaken by organizations to proactively demonstrate their commitment to ethical, social, and environmental values, reflecting their dedication to responsible business practices and societal well-being (Im et al., 2016). The concept of CSR presents a unique opportunity to meet a diverse range of expectations among current employees, appealing to their individual preferences and values.

The primary aim of this study is to examine data directly relevant to current employees by conducting a thorough analysis of Corporate Social Responsibility (CSR) dimensions. The dimensions encompass Discretionary actions, which surpass legal mandates; Ethical considerations, entailing adherence to moral principles; and Economic Responsibility, which balances profitability with societal well-being. Carroll (2002) emphasizes that CSR is structured to encourage employees to embrace and uphold a range of business responsibilities with sincerity and commitment. It is essential for organizations to recognize and appreciate the diversity among their employees, as each individual brings a unique set of perspectives, norms, and values shaped by their background and experiences. By acknowledging and embracing this diversity, organizations can create an inclusive work culture that respects and values the contributions of all employees.

In Corporate Social Responsibility (CSR) research, the predominant focus has historically been on analyzing CSR practices and outcomes solely from the organizational perspective. However, it is equally crucial to explore the viewpoint of employees within these organizations. By examining the actions and interactions created by employees and the subsequent shifts in their identity and behavior, valuable insights can be gained into the internal dynamics of CSR implementation and its influence on organizational culture (Haski-Leventhal et al., 2017). The actions and interactions may include how employees engage with Corporate Social Responsibility (CSR) initiatives, how they perceive and respond to organizational values, and how these behaviors evolve over time. Therefore, it is imperative to conduct a comprehensive exploration of these actions and behaviors, considering CSR's significant impact on positive organizational outcomes.

This shift in focus enables scholars and practitioners to acknowledge the cultural implications of CSR initiatives within organizations. Furthermore, CSR initiatives extend their influence beyond employees to stakeholders and customers associated with the organization. The organization's CSR practices shape the perceptions of these key stakeholders, thereby impacting their satisfaction levels and long-term relationships with the company. Consequently, understanding the multifaceted impact of CSR on various stakeholders is crucial for organizations aiming to cultivate positive relationships and enhance their reputation in the market.

Expanding on the necessity to understand the complex effects of Corporate Social Responsibility (CSR), it is crucial to explore how CSR initiatives resonate with the values and perspectives of employees within organizational settings. Hudson et al. (2017) advocate for a comprehensive exploration of the various dimensions of Corporate Social Responsibility (CSR),

as they argue that each dimension holds the potential to foster positive organizational relationships. They assert that comprehending and addressing all facets of CSR, including Discretionary, Ethical, and Economic responsibilities, is crucial for cultivating and sustaining robust relationships with stakeholders. Researchers posit that organizations utilize CSR not only as a moral compass but also as a strategic asset. By showcasing a dedication to CSR, companies can attract skilled and seasoned employees who resonate with the organization's principles. Moreover, CSR initiatives can bolster consumer loyalty among socially-conscious individuals who prefer to support ethical and responsible businesses.

Integrating CSR into business strategies can contribute to long-term sustainability and growth by nurturing favorable relationships with stakeholders, enhancing brand reputation, and mitigating risks associated with social and environmental issues (Carballo-Penela et al., 2020). Therefore, CSR serves as both a moral imperative and a strategic imperative for organizations striving to excel in today's competitive environment. Consequently, the proposed study aims to investigate the alignment of current employees with Discretionary, Ethical, and Economic responsibilities to elucidate the correlation between CSR and Organizational Commitment. The primary objective is to explore how alignment with CSR dimensions, within the organizational context, influences Organizational Commitment, with Belongingness serving as a mediating factor.

Background

Corporate Social Responsibility (CSR) has emerged as a pivotal concept in contemporary organizational management, emphasizing businesses' responsibility to operate ethically, sustainably, and contribute positively to society. This overview delves into the background research on CSR, Organizational Commitment, and Belongingness, examining their interplay

and significance within organizational contexts. Furthermore, it integrates insights from biblical foundations to enrich the understanding of ethics and values in CSR practices.

CSR entails voluntary actions taken by organizations to integrate social, environmental, and ethical considerations into their business operations and decision-making processes, encompassing initiatives such as philanthropy, sustainability efforts, ethical sourcing practices, and community engagement programs (Chen et al., 2019). Scholars underscore the importance of aligning CSR practices with organizational values and objectives to enhance stakeholder relationships and promote sustainable growth. The integration of biblical principles into CSR discussions underscores the significance of ethical principles, integrity, and stewardship in business practices.

One intriguing area of inquiry lies in the alignment between employees' religious beliefs and organizational values within the context of CSR practices. Research suggests that individuals frequently draw upon their religious beliefs to shape their ethical principles and behaviors in the workplace. Scholars like Raimi et al. (2014) suggest that integrating biblical principles into CSR dialogues could strengthen organizational adherence and reporting by shaping employees' conduct within the organizational framework. The biblical emphasis on wisdom, as highlighted in Proverbs 4:7(English Standard Version, 2001/2016), underscores the importance of ethical principles, emphasizing the necessity of integrating biblical perspectives into CSR discourse among practitioners.

Biblical foundations offer a robust framework for understanding ethical principles, integrity, and stewardship in organizational practices, including CSR, Organizational Commitment, and Belongingness. Additionally, scholars such as Eyer et al. (2018) highlight the influential role of religion in shaping individuals' behaviors and beliefs, which organizations can

leverage to cultivate desired outcomes such as enhanced commitment and a sense of Belongingness among employees. Scriptures emphasize honesty, fairness, compassion, and servant leadership in guiding business decisions and interactions with stakeholders, as reflected in Proverbs 10:9. Furthermore, biblical teachings on love, unity, and diversity underscore the importance of fostering an inclusive environment where all employees feel valued, respected, and empowered to contribute their talents and perspectives.

This research study underscores the importance of aligning CSR practices with organizational values to promote ethical conduct, organizational integrity, and a culture of belonging. While the study does not specifically examine biblical foundations, it does inquire about religious beliefs through demographic questions. However, by embracing principles such as stewardship, compassion, and inclusivity, organizations can create environments where employees thrive, feel connected, and contribute meaningfully to shared goals and values.

Problem Statement

While researchers like Hack et al. (2014) have criticized the abundance of CSR definitions, it has been challenging for organizations to adequately define and demonstrate value when implementing CSR policies. For purposes of this study, we define Corporate Social Responsibility (CSR) as aligning policies, decisions, and actions with societal values and expectations between organizations, employees, and consumers (Gupta, 2017). Organizations encourage employees to take actions that support human welfare and goodwill. These actions can range from participating in community service projects and volunteering initiatives to advocating for social justice causes both within and outside the workplace. By promoting and facilitating such activities, organizations not only demonstrate their commitment to social responsibility but

also empower employees to make a meaningful impact on the well-being of others, emphasizing actions that transcend mere profit-making and prioritize the betterment of society.

When employees perceive that an organization's Corporate Social Responsibility (CSR) initiatives resonate with their personal values and beliefs, they become more inclined to support these initiatives, thus fostering a sense of congruence between their individual values and the actions of the organization. This alignment not only strengthens their connection with the organization but also taps into a fundamental aspect of human psychology: social identity. According to Gosh (2015), individuals often define themselves based on the groups they belong to within the organization. Consequently, when CSR initiatives align with employees' social identities—such as their membership in teams, departments, or the organization as a whole—they are more likely to view themselves as integral members of the organization. This alignment further enhances their sense of Belongingness.

Moreover, congruence extends beyond personal values to encompass how employees perceive their organization's valuation of their skills and abilities. Cable and DeRue (2002) describe congruence as the alignment between individuals and their environment in this regard. By exploring the relationship between CSR congruence and employees' sense of Belongingness or oneness with the organization, researchers can gain valuable insights into how organizational values and actions impact employee perceptions and attitudes. These insights can inform strategies for enhancing employee engagement, commitment, and overall organizational success, highlighting the importance of aligning CSR initiatives with both personal values and social identities within the organizational context.

Understanding the intricate dynamics of Corporate Social Responsibility (CSR) congruence is paramount for comprehending its impact on employee behaviors, commitment,

and sense of Belongingness. Despite the recognized importance of CSR congruence, numerous studies have shown its influence on current employee behaviors, commitment, and sense of Belongingness, yet there remains not enough information explaining how exactly these mechanisms work (Bouraoui et al., 2019). Carroll's (1991) model of Corporate Social Responsibility (CSR) is structured around four key components: discretionary, ethical, legal, and economic responsibilities. These responsibilities are organized within a three-dimensional model that incorporates reaction, defense, accommodation, and pro-action philosophies. Despite its conceptual richness, the model has faced criticism for being complex and challenging to apply in practical settings. Critics argue that its complexity may limit its operational applicability in achieving congruence between organizational actions and employee values.

However, despite these critiques, the primary objective of Carroll's model remains relevant: to provide a framework for understanding and elucidating each responsibility approach within CSR. By delineating between discretionary, ethical, legal, and economic responsibilities, Carroll's model highlights the multifaceted nature of CSR and underscores the importance of organizations considering each aspect in their decision-making processes. Moreover, the inclusion of reaction, defense, accommodation, and pro-action philosophies emphasizes the dynamic nature of CSR and the varying ways in which organizations may respond to societal expectations and pressures. Importantly, despite the criticisms, the overarching goal of Carroll's model aligns with the broader aim of fostering Belongingness and commitment among employees.

By integrating CSR into organizational practices and values, companies can enhance employee engagement and loyalty, thereby contributing to long-term organizational success. In essence, while Carroll's model may have its limitations, it serves as a valuable theoretical

framework for understanding CSR and underscores the significance of aligning organizational actions with employee values to promote a sense of Belongingness and commitment within the workforce. Consequently, further examination of CSR congruence and its impact on employees' sense of Belongingness is necessary to comprehend their long-term commitment aspirations (Cable & DeRue, 2002). By acknowledging the need for further examination, organizations demonstrate a commitment to thorough research and understanding, enhancing the credibility of their approach and signaling a proactive stance toward nurturing a supportive and committed workforce. This ongoing inquiry into CSR congruence promises to illuminate pathways for fostering enduring organizational cohesion and employee dedication.

This study aims to investigate whether a sense of Belongingness or a specific subdimension of Corporate Social Responsibility (CSR) can clarify the relationship between CSR congruence and Organizational Commitment. In other words, we seek to understand if employees feel like they belong in the organization or if specific aspects of CSR can help explain how closely aligned an employee's values are with the organization's CSR initiatives and their level of commitment to the organization. Im et al. (2016) emphasize that prior research has demonstrated a link between the congruence of CSR values between employees and the organization and the quality of work life. By emphasizing the link between the congruence of CSR values and the quality of work life, it suggests that certain aspects of CSR, such as its alignment with personal values, may have a direct impact on employees' experiences in the workplace (Cheema et al., 2019). Therefore, when investigating whether a specific CSR subdimension can explain the relationship between CSR congruence and Organizational Commitment, research must focus on aspects of CSR that are particularly relevant to employees' quality of work life. This could involve examining how closely CSR initiatives align with

employees' personal values and how this alignment influences their commitment to the organization. Furthermore, it has been posited that employees' self-identification with the organization stems from CSR congruence (Im et al., 2016). The alignment of CSR activities with employees' perceptions can contribute to the effectiveness of organizational initiatives.

Moreover, Gatt and Jiang (2021) elaborate on how applying the self-determination theory (SDT) can promote human development by addressing the psychological need for belonging. In the workplace, SDT suggests that employees are more likely to be engaged and committed when they have autonomy to make decisions, opportunities to develop and utilize their skills, and positive relationships with colleagues and supervisors. Integrating SDT into discussions of CSR congruence provides a framework for understanding how employees' sense of belonging and autonomy play a role in their engagement and commitment within the organization. Complementing this, social identity theory emphasizes perceptions of membership to a group, providing insight into the motivational aspect behind behaviors, distinct from the self-determination theory's focus on the "why." Incorporating both SDT and social identity theory enriches the understanding of how organizational initiatives, aligned with employees' values and perceptions, can enhance engagement and commitment levels.

In conclusion, understanding the principles of Self-Determination Theory (SDT) and Social Identity Theory (SIT) equips organizations with valuable insights to design strategies that promote employees' psychological needs satisfaction, enhance their sense of belonging, and cultivate a positive organizational culture conducive to engagement and productivity. Given the profound effects of employee CSR congruence on behavior, commitment, and performance as highlighted by Cheema et al. (2019), examining this congruence remains paramount in research endeavors. Furthermore, a comprehensive analysis of the mechanisms influencing the

relationship between CSR congruence and employee outcomes, as emphasized by Carballo-Penela et al. (2020), will empower organizations to construct a CSR framework that aligns effectively with employee values and perceptions. Ultimately, such efforts contribute to fostering a workplace environment where employees feel valued, motivated, and committed to organizational goals, thereby driving overall success and sustainability.

Purpose of the Study

This study will examine how CSR dimensions (Discretionary, Ethical, and Economic Responsibility) lead to employee congruence and commitment when mediated by Belongingness. First, SEM will simplify the subdimensions and identify their relationships with overall CSR. Further, a mediation analysis will determine whether CSR dimensions lead to Organizational Commitment through Belongingness.

Research Questions and Hypotheses

Research Questions

RQ1: How can overall CSR and its subdimensions lead to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ1a: How can overall CSR and its subdimensions lead to Affective Commitment?

RQ1b: How can overall CSR and its subdimensions lead to Continuance Commitment?

RQ1c: How can overall CSR and its subdimensions lead to Normative Commitment?

RQ2: For the subdimensions of overall CSR, which responsibility will have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ2a: Will Discretionary Responsibility have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ2b: Will Ethical Responsibility have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ2c: Will Economic Responsibility have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ3: How can overall CSR and its subdimensions lead to Belongingness?

RQ4: Does Belongingness partially mediate the relationship between overall CSR and the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ4a: Does Belongingness partially mediate the relationship between overall CSR and Affective Commitment?

RQ4b: Does Belongingness partially mediate the relationship between overall CSR and Continuance Commitment?

RQ4c: Does Belongingness partially mediate the relationship between overall CSR and Normative Commitment?

RQ5: Is the relationship between each CSR subdimension and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

RQ5a: Is the relationship between Discretionary Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

RQ5b: Is the relationship between Ethical Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

RQ5c: Is the relationship between Economic Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

Hypotheses

Hypothesis 1: The overall relationship between CSR and its subdimensions will lead to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H1a: The overall relationship between CSR and its subdimensions will lead to Affective Commitment.

H1b: The overall relationship between CSR and its subdimensions will lead to Continuance Commitment.

H1c: The overall relationship between CSR and its subdimensions will lead to Normative Commitment.

Hypothesis 2: One subdimension of overall CSR will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H2a: Discretionary Responsibility will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H2b: Ethical Responsibility will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H2c: Economic Responsibility will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

Hypothesis 3: The overall relationship between CSR and its subdimensions will lead to Belongingness.

Hypothesis 4: The relationship between overall CSR and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H4a: Belongingness will partially mediate the relationship between overall CSR and Affective Commitment.

H4b: Belongingness will partially mediate the relationship between overall CSR and Continuance Commitment.

H4c: Belongingness will partially mediate the relationship between overall CSR and Normative Commitment.

Hypothesis 5: The relationship between each CSR subdimension and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H5a: The relationship between Discretionary Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H5b: The relationship between Ethical Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H5c: The relationship between Economic Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

Assumptions and Limitations of the Study

The assumptions underlying this study investigating CSR are fundamental to shaping its research framework and guiding its investigation into the relationship between CSR congruence and employee outcomes. Firstly, the study likely assumes that CSR initiatives implemented by organizations are aligned with the personal values and beliefs of their employees. This alignment is believed to enhance employee engagement, commitment, and sense of belonging within the organization. Secondly, there may be an assumption that there is a direct relationship between CSR congruence and employee behavior, with perceived alignment influencing attitudes and actions in the workplace. Furthermore, it is often assumed that CSR congruence directly impacts employee behavior, with the perceived alignment between organizational actions and personal values influencing attitudes and actions in the workplace. This assumption suggests that when employees perceive a strong congruence between their personal values and the CSR initiatives of their organization, they are more likely to demonstrate positive behaviors and attitudes, such as higher levels of job satisfaction, commitment, and engagement. Thirdly, the study may rely on

assumptions about the psychological needs of employees, as described by Self-Determination Theory (SDT) and Social Identity Theory (SIT), suggesting that satisfying these needs leads to positive outcomes such as increased engagement and commitment.

Additionally, assumptions may be made about the impact of a positive organizational culture on employee outcomes, with CSR congruence playing a significant role in shaping this culture. Furthermore, the study hypothesizes there are specific mechanisms underlying the relationship between CSR congruence and employee outcomes, such as perceived organizational support and trust in leadership. Lastly, the study assumes that enhancing CSR congruence and addressing employees' psychological needs will lead to long-term organizational success, as reflected in improved performance, retention, and overall effectiveness. These assumptions provide the foundation upon which the study's research questions, methodology, and findings are built, guiding the investigation into the complex interplay between CSR, employee perceptions, and organizational outcomes.

The first limitation is the utilization of self-reporting, which can lead to potential common-method bias (Perez & Rodriguez Del Bosque, 2013). Self-reporting relies on individuals' subjective perceptions and interpretations, which can lead to inaccuracies or biases in the data (Aupperle et al., 1983). This aligns with the concept of common-method bias, where the method of data collection influences the results obtained, potentially skewing the findings of the study. For instance, if data is collected through self-report surveys from the same source (e.g., employees), there's a risk that respondents may unintentionally provide biased responses due to factors like social desirability or response acquiescence. This can potentially skew the findings of the study, leading to inaccurate conclusions. To mitigate this bias, researchers often employ various methodological techniques such as employing statistical controls during data

analysis which was used in this study to minimize the influence of common-method bias and enhance the validity of the study findings.

Secondly, another challenge lies in attaining a sufficiently large sample size that excludes part-time and seasonal employees, thus ensuring the representativeness of the study population. Excluding these employees ensures that the sample is more homogeneous and representative of the target population, which enhances the validity and generalizability of the study's findings. However, achieving an adequate sample size without compromising representativeness requires careful consideration of sampling techniques, inclusion criteria, and data collection strategies to ensure that the study's results accurately reflect the broader population of interest.

In conclusion, the assumptions underlying this CSR study form the cornerstone of its research framework, guiding its exploration of the complex relationship between CSR congruence and employee outcomes. These assumptions encompass various aspects, including the alignment of CSR initiatives with employee values, the direct impact of CSR congruence on behavior, and the influence of organizational culture and psychological needs satisfaction on employee engagement and commitment. While these assumptions provide a solid foundation for the study, several limitations must be addressed to ensure the validity and reliability of the findings. Addressing these limitations and challenges will be essential for advancing the understanding of CSR congruence and its implications for organizational success. By navigating these complexities and employing robust research methodologies, this study aims to contribute valuable insights to the field of CSR research and organizational behavior.

Theoretical Foundations of the Study

In recent decades, Corporate Social Responsibility (CSR) has emerged as a central concept in management research, drawing the attention of scholars who have developed various

models and theories to understand and apply CSR in organizational contexts. A notable figure in this area is Archie Carroll who developed the concept known as "Carroll's Pyramid of CSR" (Brin & Nehme, 2019). Carroll's framework breaks down CSR into four primary elements: economic, legal, ethical, and discretionary obligations that organizations are expected to fulfill according to societal expectations. This model serves as the theoretical underpinning for the present study, providing a structured framework for examining the various dimensions of CSR and their implications within organizational contexts. These obligations are structured in a hierarchical manner, with economic responsibilities forming the foundation and discretionary responsibilities at the apex (Carroll, 2002).

According to Carroll (2002), companies must fulfill each level of responsibility sequentially, starting with economic goals to ensure sustainability and profitability before progressing to legal compliance, ethical standards, and ultimately, discretionary contributions. This framework provides a structured approach for understanding and implementing CSR initiatives within organizations, guiding the exploration of how these different dimensions of CSR influence various organizational outcomes such as employee engagement, commitment, and overall organizational success (Carroll, 2002). Through analyzing the interaction among these CSR elements and their influence on employee perceptions and behaviors, the research aims to enhance the overall comprehension of CSR and its effects on organizational behavior and performance.

The fundamental concept of Carroll's Pyramid revolves around the methodical implementation of CSR efforts, where organizations prioritize economic goals prior to addressing legal, ethical, and discretionary considerations. However, it is essential to recognize that Carroll's framework was primarily developed within the context of American-type capitalist

societies (Brin & Nehme, 2019). While it provides a structured approach for corporations to fulfill their CSR obligations, there are inherent risks, particularly in overlooking external factors such as social and environmental considerations. This limitation underscores the importance of studying the specific social and environmental needs of the communities in which companies operate (Agudelo et al., 2019). Understanding these factors is crucial as they may influence the prioritization and hierarchy of corporate responsibilities, potentially reshaping the application of Carroll's CSR strategy to better suit diverse organizational contexts and stakeholder expectations.

Definition of Terms

The following is a list of definitions of terms used in this study.

Corporate Social Responsibility – CSR is defined as aligning policies, decisions, and actions with societal values and expectations between organizations, employees, and consumers (Gupta, 2017).

CSR Congruence - CSR congruence refers to the alignment or compatibility between an organization's Corporate Social Responsibility (CSR) initiatives and the values, beliefs, and expectations of its stakeholders, particularly employees.

Discretionary Responsibility – Carroll defines Discretionary Responsibility as engaging in acts that promote human welfare and goodwill.

Ethical Responsibility – Ethical Responsibility is defined as embodying standards and norms that reflect what employees, consumers, and the community regard as fair and just (Carroll, 2002).

Economic Responsibility – Carroll (2002) defines it as maximizing business practices while providing goods and services that employees and consumers desire.

Belongingness – Belongingness is an experience of personal involvement in a system or environment, making people feel to be an integral part of that system or environment (Jena & Pradhan, 2018).

Organizational Commitment – Organizational Commitment is a psychological state capturing the extent to which an individual is attached to their organization (Bouraoui et al., 2019).

Significance of the Study

CSR congruence is crucial for organizations, yet previous studies examining its effects have been limited (Raja et al., 2018). It is vital because it enables them to align their CSR initiatives with the values and beliefs of their employees. This alignment is crucial as it ensures that CSR efforts resonate with employees, fostering a sense of connection and commitment to the organization's social responsibility endeavors. Understanding this research will empower organizations to define their goals for future development accurately. Moreover, it can improve the current culture for individual employees who regard their organizations as socially responsible. CSR characteristics can indeed be viewed through a psychological lens, as they influence both employee behaviors and outcomes. From a behavioral perspective, employees may engage in various actions in response to CSR initiatives, such as participating in volunteer activities, advocating for sustainable practices, or actively supporting CSR campaigns.

These behaviors are expressions of individuals' psychological responses to the organization's CSR efforts, reflecting their values, beliefs, and attitudes towards social responsibility. Furthermore, the outcomes of CSR initiatives also have psychological implications for employees. For example, when employees perceive that their organization prioritizes CSR and acts in alignment with their personal values, they may experience increased

job satisfaction, organizational commitment, and a stronger sense of pride and belonging. Conversely, if employees perceive CSR efforts as insincere or incongruent with their values, it may lead to feelings of cynicism, disengagement, or even resentment towards the organization. The shift in behaviors presents an opportunity for researchers to help organizations develop a socially responsible identity that creates long-term sustainability.

This study will investigate Belongingness as a mediating variable between the relationship of overall CSR and Organizational Commitment. The effects of CSR congruence also play a role in the attributes of the organization's CSR activities. While CSR encompasses an organization's broader societal and environmental initiatives, CSR congruence specifically focuses on the alignment between these initiatives and the values and expectations of its stakeholders, particularly its employees. This study will examine how the sense of Belongingness influences Organizational Commitment by exploring the overall alignment of CSR dimensions. The relationship between CSR and individual Belongingness is significant because of it can either increase or decrease congruence, ultimately impacting a person's sense of belonging within the organization. Furthermore, when CSR initiatives align well with employees' values and beliefs (high congruence), it tends to enhance their sense of belonging within the organization. Conversely, when there is a mismatch between CSR efforts and employee values (low congruence), it may diminish their sense of belonging. This is significant because a strong sense of belonging is closely linked to positive outcomes such as increased job satisfaction, higher levels of engagement, and greater commitment to the organization. Understanding how CSR affects individual Belongingness can help organizations tailor their CSR initiatives to better meet the needs and expectations of their employees, ultimately leading to a more engaged and committed workforce.

Few empirical studies examine the influence of CSR on employees' feeling of Belongingness, so this study strives to contribute to the current literature. The findings from this research will resemble Donia et al. (2019) study showing that current employees perceive their congruence in areas of CSR as having a significant influence on their commitment to the organization. Therefore, human resources and management could draw in and keep valuable employees in their culture. This is because when employees feel a strong sense of belonging, they're more likely to be engaged, motivated, and committed to the organization. When an organization communicates its commitment to CSR, it creates opportunities for employees to be involved in designing, leading, and participating in its efforts which could generate positive congruence (Haski-Leventhal et al., 2017). Creating a partnership with employees enables congruence that will achieve positive outcomes.

Summary

In conclusion, CSR congruence plays a vital role for organizations as it allows them to harmonize their CSR initiatives with the values and beliefs of their employees, thereby nurturing a sense of connection and commitment to the organization's social responsibility endeavors. Understanding these factors empowers organizations to accurately define their goals for future development and enhance the current culture, benefiting individual employees who perceive their organizations as socially responsible. Moreover, CSR characteristics influence both employee behaviors and outcomes, with employees engaging in various actions in response to CSR initiatives, reflecting their values, beliefs, and attitudes towards social responsibility. The outcomes of CSR initiatives also have psychological implications for employees, impacting their job satisfaction, Organizational Commitment, and sense of pride and belonging.

This study aims to investigate Belongingness as a mediating variable between the relationship of overall CSR and Organizational Commitment, recognizing the significant impact of CSR congruence on the attributes of the organization's CSR activities. The relationship between CSR and individual Belongingness is crucial, as it ultimately influences a person's sense of belonging within the organization, which is closely linked to positive outcomes such as increased job satisfaction and higher levels of engagement (Nalla et al., 2020). Furthermore, empirical studies examining the influence of CSR on employees' feelings of Belongingness are scarce, highlighting the importance of this research. The findings from this study are expected to demonstrate that employees' perception of congruence in CSR significantly influences their commitment to the organization, leading to greater engagement and retention of valuable employees. By fostering congruence between employees and the organization through CSR initiatives, organizations can create a positive organizational culture and enhance Organizational Commitment, ultimately contributing to long-term sustainability and success.

CHAPTER 2: LITERATURE REVIEW

Overview

The literature review provides an in-depth exploration of the interrelated concepts of Corporate Social Responsibility (CSR), Organizational Commitment, and Belongingness. Social identity theory serves as a foundational framework, aiding in understanding how individual employees' preferences align with group characteristics and values in the workplace (Welbourne et al., 2017). This theory sheds light on the mechanisms through which employees identify with their organization and its CSR initiatives, contributing to their sense of belonging within the workplace.

Moreover, the review underscores the importance of prioritizing CSR principles for sustainable practices amidst current environmental and societal needs. It discusses the principles of CSR, including Discretionary, Ethical, and Economic responsibilities, and their pivotal role in promoting sustainable development (Luo, 2018). By aligning CSR initiatives with organizational values and principles, organizations can foster a stronger sense of belonging among employees, thereby enhancing their commitment to the organization.

Additionally, the review highlights the intricate relationship between CSR and employee behavior, emphasizing the significance of understanding the underlying reasons for this relationship (Raza et al., 2021). This insight is crucial for organizations seeking to develop actionable initiatives that promote commitment and Belongingness among employees. By comprehensively examining CSR's impact on employee behaviors and attitudes, organizations can implement strategies that not only fulfill their social responsibilities but also nurture a positive organizational culture conducive to employee engagement and loyalty.

Description of Search Strategy

Various keywords were utilized for the research strategy, including employee engagement, Corporate Social Responsibility, CSR, Organizational Commitment, values, norms, Belongingness, CSR dimensions, positive attitudes, Ethical and Economic behaviors, congruence, and person-organization fit. Further, Other search words included person-CSR fit, mediating and moderating roles, job embeddedness, organizational identification, fit scales, perceived fit, workplace behavior, and change management. Lastly, keywords include sustainability, corporate performance, measurement scales, organizational citizenship behavior, organizational pride, and sense of community. Databases utilized to search these keywords were the Liberty University Jerry Falwell Library, ProQuest, EBSCOhost Business Source Complete,

JSTOR, Business Insights, MDPI Open Access Journals, Emerald Insight, Wiley Online Library, Academic Journals Database, Canadian Center of Science and Education, and Sage Journals.

Review of Literature

CSR

Corporate Social Responsibility (CSR) has gained significant traction in contemporary organizational discourse, reflecting a broader recognition of businesses' roles in society beyond profit maximization. Scholars have undertaken extensive research from various angles to understand CSR's implications, explore strategies for its implementation, and evaluate its effects on organizational behavior and performance.

CSR Implementation Frameworks: Fatima and Elbanna's (2022) systematic review of empirical studies on CSR implementation provides a comprehensive understanding of the multifaceted nature of CSR initiatives. Their integrated framework offers practical insights for practitioners by delineating various dimensions and levels of CSR implementation. By highlighting the importance of future research focusing on multi-level analyses and theoretically grounded models, the study paves the way for more nuanced approaches to CSR strategy development and implementation.

Stakeholders' Perception of Corporate Hypocrisy: Chen et al. (2020) shed light on stakeholders' perceptions of corporate hypocrisy in CSR initiatives. Their study emphasizes the significance of past CSR activities in shaping stakeholders' interpretations of organizational motives. By elucidating how domain consistency influences perceptions of firm warmth, the research provides valuable insights into the factors influencing stakeholders' attitudes towards CSR initiatives and organizational behavior.

Board Characteristics and CSR Practices: Endrikat et al. (2020) contribute to the literature by examining the relationship between board characteristics and CSR practices. Through a meta-analytic approach, they uncover the nuanced interplay between factors such as board size, independence, and female representation in influencing CSR adoption. Moreover, their findings underscore the importance of considering country-level institutional factors in understanding the contextual determinants of CSR governance mechanisms.

Penalties, CSR Fulfillment, and Financial Performance: Guangming et al. (2020) investigate the impact of regulatory penalties on companies for corporate law violations and the mitigating effect of prior CSR performance on debt costs. Their research sheds light on the complex dynamics between regulatory enforcement, CSR fulfillment, and organizational financial performance. By identifying the reputation insurance effect of CSR in specific organizational contexts, the study offers practical implications for corporate governance and risk management practices.

Cognitive Processes and CSR Engagement: Bataillard's (2022) analysis of sensemaking factors influencing management students' engagement with CSR deepens our understanding of the cognitive processes underlying CSR involvement. By identifying key factors shaping individuals' perceptions of CSR initiatives, the study underscores the motivational drivers behind CSR engagement. The emphasis on the business case approach highlights the importance of aligning CSR initiatives with organizational objectives to promote engagement effectively.

CSR in Response to Global Challenges: Magd and Karyamsetty's (2021) evaluation of the significance of CSR activities amidst global challenges such as the pandemic provides timely insights into the role of CSR in building organizational resilience and reputation. By examining

organizations' responses to the crisis and their integration of sustainable practices, the study underscores the importance of proactive CSR strategies in enhancing organizational sustainability and performance.

Consumer Behavior and CSR Communication: Lee et al.'s (2019) investigation of consumers' utilization of CSR communication channels sheds light on the mechanisms through which CSR awareness influences consumer behavior. By identifying the role of CSR associations and perceived organizational relationships in shaping participation intentions, the study underscores the importance of strategic CSR communication in fostering consumer engagement and loyalty.

Employee Organizational Commitment and CSR Initiatives: Lin et al.'s (2022) examination of the impact of CSR initiatives on employees' Organizational Commitment highlights the role of organizational CSR climate and intrinsic attribution in shaping commitment levels. By integrating strategic human resource management and attribution theory, the study provides valuable insights into fostering a supportive CSR climate to enhance employee commitment and engagement.

Governance Mechanisms and CSR Performance: Radu and Smaili (2021) explore the effects of CSR committee and CSR-linked executive compensation on CSR performance, offering insights into governance mechanisms influencing organizational CSR practices. Their findings underscore the importance of tailored governance strategies to address stakeholder expectations effectively and promote sustainable business practices.

Management Control Systems and CSR Engagement: Spallek et al.'s (2023) investigation of the combined impact of CSR mission and monetary incentives on employee CSR engagement provides practical implications for designing effective management control

systems. By identifying the conditions under which different control elements influence employee engagement, the study offers guidance for organizations seeking to promote CSR involvement among employees and enhance organizational sustainability.

In conclusion, the diverse array of studies on CSR reflects a growing recognition of its complexities and implications for organizations, stakeholders, and society at large. Future research endeavors should continue exploring CSR's multifaceted nature and its broader societal impact to inform evidence-based CSR strategies and practices, ultimately contributing to sustainable business practices and societal well-being.

Economic Responsibility

As companies increasingly embrace Corporate Social Responsibility (CSR) initiatives, there is growing interest in understanding their impact on economic factors. Schiessl et al. (2022) investigated the relationship between CSR adoption and economic value added (EVA), along with the role of environmental innovation and firm size. Their study revealed that companies with higher CSR indexes experienced decreased EVA, with environmental innovation serving as a mediator. Additionally, they found that firm size positively moderated the effects of CSR on both EVA and environmental innovation.

Escamilla-Solano et al. (2024) focused on the effect of CSR disclosure on firm performance (FP), considering the mediation of the economic dimension. Their findings highlighted the mediating role of economic dimension practices disclosure, which enhanced the relationships between social and environmental dimensions and FP. This underscores the importance of aligning CSR actions with economic standards to improve firm performance.

In a study by Guo and Yang (2023), the relationship between CSR and its economic influence on regional gross domestic product (GDP) and employment was explored. They

discovered a threshold effect, indicating that the impact of CSR on regional GDP and employment varies based on local GDP and unemployment rates. Specifically, when local GDP is low, CSR's influence on regional GDP is negative, while it becomes positive when local GDP is high. These findings suggest that CSR initiatives of local leading enterprises interact with local economic conditions, influencing regional economic outcomes.

In summary, the literature on Economic Responsibility within the realm of Corporate Social Responsibility (CSR) highlights the multifaceted nature of CSR's impact on economic factors. Moreover, the disclosure of CSR practices, especially in alignment with economic standards, has been shown to positively influence firm performance. However, the relationship between CSR and economic outcomes is complex. As companies navigate the integration of CSR into their economic strategies, further research is needed to understand the nuanced mechanisms and optimal approaches to maximize both societal and economic benefits.

Ethical Responsibility

Ethical Responsibility has become increasingly pertinent in the face of rising ethical dilemmas, compelling managers to navigate conflicting imperatives, such as the decision to engage in Corporate Social Responsibility (CSR) activities. Knox (2020) examined the impact of employee volunteer programs on future-period employee productivity, uncovering a positive association between the use of such programs and subsequent productivity levels. This relationship was moderated by current-period employee productivity, suggesting that the efficacy of volunteer programs may vary based on organizational context. Additionally, Knox (2020) found that incentives focusing CEOs' attention on long-term organizational outcomes were positively associated with the implementation of more extensive employee volunteer programs.

Min-Ling et al. (2020) proposed a moderated mediation model elucidating how CSR and ethical leadership influence knowledge sharing and job dedication through affective and cognitive processes. Their findings revealed positive relationships between CSR, ethical leadership, positive affective tone, cognitive meaningfulness, knowledge sharing, and job dedication. Moreover, the study identified the moderating role of job demand, indicating that the relationship between affective tone and job dedication is positively moderated by job demand, whereas the relationship between cognitive meaningfulness and job dedication is negatively moderated by job demand. This underscores the intricate interplay between organizational factors, leadership styles, and employee outcomes in shaping workplace dynamics.

Afridi et al. (2020) investigated employees' attributions of motives to CSR efforts and their influence on extra-role behaviors, such as proactivity, knowledge sharing, creativity, and adaptivity. Their study revealed that CSR attributions significantly impacted employees' extra-role behaviors, with interpersonal trust and ethical corporate identity moderating this relationship. These findings underscore the importance of perceived organizational motives and identity in shaping employee attitudes and behaviors, highlighting the role of ethical considerations in driving organizational outcomes.

Collectively, these studies contribute to our understanding of Ethical Responsibility in organizations, shedding light on the complex interplay between CSR initiatives, ethical leadership, organizational context, and employee behaviors. By clarifying these relationships, they offer valuable insights for practitioners seeking to foster ethical cultures and enhance organizational performance. Further research endeavors are warranted to explore additional factors influencing ethical decision-making and their implications for organizational outcomes.

Discretionary Responsibility

The literature on Discretionary (Philanthropic) Responsibility within the domain of Corporate Social Responsibility (CSR) sheds light on its impact on various stakeholders and organizational outcomes. Hwang et al. (2019) explored the influence of Discretionary Responsibility on consumer attitudes, brand preference, and customer citizenship behavior. Their findings underscored the significance of Discretionary Responsibility as a predictor of positive consumer attitudes and brand preference, with implications for fostering advocacy and tolerance among customers. Moreover, the study highlighted the moderating role of older adult employment in shaping the relationship between Discretionary Responsibility and consumer perceptions.

Amsami et al. (2020) delved into the mediating role of customer gratitude in the link between Discretionary Responsibility and customer loyalty. Their research revealed a positive influence of Discretionary Responsibility on customer loyalty, partially mediated by customer gratitude. This suggests that organizations engaging in Discretionary Responsibility activities can cultivate feelings of gratitude in customers, fostering lasting loyalty and positive relationships.

Ahmad et al. (2019) investigated the effects of codes of ethics and discretionary-related activities on employees' job engagement, work engagement, and turnover intention. Their findings demonstrated an association between codes of ethics, Discretionary Responsibility, and employee outcomes such as job engagement, work engagement, and turnover intention. Particularly noteworthy was the role of job engagement and organizational engagement in explaining the relationship between Discretionary Responsibility and turnover intention,

emphasizing the importance of organizational ethics and discretionary initiatives in retaining employees.

Overall, these studies underscore the importance of Discretionary Responsibility in shaping stakeholder perceptions, fostering customer loyalty, and enhancing employee engagement. As organizations navigate their CSR strategies, understanding the nuances of Discretionary Responsibility can guide effective initiatives aimed at maximizing positive social impact and organizational outcomes.

Organizational Commitment

Organizational Commitment, encompassing emotional, normative, and long-term dedication to the organization, is a crucial factor in achieving organizational objectives across diverse settings. Ogunbanjo et al. (2022) conducted a study to explore the impact of the work environment on different dimensions of commitment. Their findings revealed significant relationships between the work environment and Affective, Normative, and Continuance commitments, highlighting the importance of fostering a positive working environment to enhance overall Organizational Commitment. This underscores the critical role of organizational conditions in shaping employee dedication and loyalty.

Furthermore, Nalla et al. (2019) investigated the relationship between job satisfaction and various facets of commitment among employees. Their study found that overall job satisfaction, as well as satisfaction with specific aspects such as transfers, pay, and supervision, significantly influenced Affective and Normative Commitment positively. However, satisfaction with promotions showed a contrasting effect, positively impacting Continuance Commitment while negatively affecting Affective and Normative Commitment. These findings underscore the complexity of the relationship between job satisfaction and commitment dimensions,

emphasizing the need for organizations to consider various facets of employee satisfaction to foster Organizational Commitment effectively.

Moreover, Sharma et al. (2020) delved into the development of corporate trust as a critical determinant of Organizational Commitment. Their study employed a second-order model of corporate trust to examine trust-commitment and loyalty-building mechanisms. The results indicated that corporate trust, as a higher-order construct, predicts Affective, Normative, and Continuance Commitment to the organization. Affective Commitment emerged as the primary driver of customer loyalty, highlighting the significance of building trust to cultivate long-term relationships with stakeholders. These findings provide valuable insights into the interplay between organizational trust, commitment, and customer loyalty, offering implications for both theory and practice in fostering sustainable organizational relationships.

Overall, the literature underscores the multifaceted nature of Organizational Commitment and its intricate relationship with factors such as the work environment, job satisfaction, and corporate trust. By understanding and addressing these factors, organizations can cultivate a culture of commitment and loyalty among employees, contributing to organizational success and sustainability.

Belongingness

Belongingness within the workplace, influenced by various organizational factors, plays a crucial role in shaping employee behaviors and outcomes. Ibeawuchi (2021) conducted a study examining the relationship between the diversity climate, workplace Belongingness, and tacit knowledge sharing. The findings indicated a positive association between a diverse climate and both workplace Belongingness and tacit knowledge sharing. Furthermore, workplace Belongingness was found to mediate the relationship between the diversity climate and tacit

knowledge sharing. These results underscore the importance of promoting inclusivity and fair treatment within organizations to facilitate knowledge sharing among employees effectively.

However, negative age stereotypes can significantly impact older employees' sense of Belongingness and motivation in the workplace. Rahn et al. (2021) investigated the effects of internalized age stereotypes on older adults' Belongingness and motivational outcomes. Their findings revealed that older adults who internalized negative age stereotypes experienced reduced feelings of Belongingness in the workplace, leading to decreased social approach motivation and low positive affect. These results highlight the detrimental effects of age-related stereotypes on older employees' sense of Belongingness and overall well-being.

Furthermore, as organizations adopt non-territorial working arrangements, understanding the implications of these models on employee outcomes becomes essential. Gatt and Jiang (2021) applied Self-Determination Theory (SDT) to examine the relationship between non-territorial working arrangements, Belongingness, and various employee outcomes. Although workers with non-territorial arrangements did not report higher Belongingness compared to those with traditional arrangements, Belongingness was positively associated with higher work engagement, job satisfaction, and Affective Commitment, and negatively associated with emotional exhaustion. These findings highlight the significance of fostering a sense of Belongingness within non-traditional work environments to enhance employee well-being and organizational outcomes.

In summary, the literature emphasizes the critical role of workplace Belongingness in influencing employee behaviors and outcomes. Factors such as diversity climate, age-related stereotypes, and non-territorial working arrangements significantly impact employees' sense of Belongingness, which, in turn, affects their motivation, knowledge sharing behaviors, and overall

well-being. Organizations must recognize the importance of fostering a supportive and inclusive environment to promote a strong sense of belonging among employees, ultimately contributing to organizational success and employee satisfaction.

CSR to Commitment

The literature on the relationship between Corporate Social Responsibility (CSR) and Organizational Commitment provides valuable insights into the dynamics shaping employee attitudes and behaviors within organizations. Im et al. (2017) highlighted the importance of value fit in the organization-individual relationship, emphasizing that higher levels of congruency lead to positive organizational outcomes. Their research focused on the role of CSR in enhancing employees' sense of belonging and commitment to the organization. They found that employee participation in CSR initiatives fosters identification and commitment to the organization, suggesting a strong link between CSR and Organizational Commitment.

Building on this, Meyer et al. (1993) examined antecedent and consequence variables of commitment, distinguishing between Affective, Continuance, and Normative Commitment. Their study revealed that these different forms of commitment are influenced by various factors, indicating that Organizational Commitment is not independent and correlates with variables such as CSR. This underscores the multifaceted nature of commitment and its interplay with organizational practices.

In a different cultural context, Mazur and Walczyna (2021) explored individuals' prioritization of CSR dimensions and the role of socio-cultural factors in shaping these preferences. Their findings highlighted the cultural conditioning of CSR perceptions and its impact on CSR activities within organizations. This study underscores the importance of

understanding how socio-cultural contexts influence employee perceptions of CSR and its implications for Organizational Commitment.

Overall, these studies suggest that CSR plays a significant role in shaping employee attitudes and behaviors, particularly in terms of Organizational Commitment. By examining the effects of overall CSR congruence on employee commitment, this proposed research aims to identify key factors driving long-term relationships between organizations and their employees, contributing to a deeper understanding of the mechanisms underlying Organizational Commitment in the context of CSR initiatives.

CSR to Belongingness

The literature on the relationship between Corporate Social Responsibility (CSR) and Belongingness sheds light on the intricate dynamics between organizational initiatives and employee perceptions of inclusion and connection within the workplace.

Katsaros (2022) proposed a moderated mediation model to explore the impact of inclusive leadership on employee change participation, mediated by workplace Belongingness and moderated by meaning-making. The study found that Belongingness mediated the relationship between inclusive leadership and change participation, with meaning-making moderating this relationship. These findings suggest that organizations can leverage inclusive leadership and effective CSR initiatives to enhance Belongingness among employees, thereby fostering greater engagement in organizational change processes.

In a study by Haldorai et al. (2020), workplace ostracism was examined in relation to employee work engagement, with workplace Belongingness serving as a mediator and intrinsic work motivation as a moderator. The research revealed that workplace ostracism negatively affects work engagement, and this effect is mediated by workplace Belongingness, particularly

among employees with high intrinsic motivation. This underscores the importance of fostering a sense of belonging through CSR initiatives to mitigate the negative impacts of workplace ostracism on employee engagement.

Furthermore, Shin and Hwang (2023) investigated how consumers' responses to CSR communications are influenced by their need to belong. Their research demonstrated that consumers with high Belongingness needs respond more favorably to CSR communications featuring round logos, while those with low Belongingness needs are more positively influenced by CSR communications that de-emphasize technology. These findings highlight the psychological mechanisms underlying consumers' responses to CSR communications and emphasize the importance of considering Belongingness in designing CSR messaging strategies.

Together, these studies provide valuable insights into the role of CSR in fostering Belongingness among employees and consumers. By understanding the nuanced relationship between CSR initiatives and Belongingness, organizations can develop more effective strategies to enhance employee engagement, organizational change participation, and consumer perceptions of corporate responsibility.

Belongingness to Commitment

The literature exploring the relationship between Belongingness and Organizational Commitment provides valuable insights into how employees' sense of connection and community within the workplace influences their commitment to the organization.

Gatt and Jiang (2021) highlighted the importance of fostering Belongingness in the workplace through factors such as co-location of people, repeated interactions, and informal conversations. Their research demonstrated that when employees feel a sense of belonging and autonomy in their work environment, they experience higher levels of job satisfaction and

commitment to the organization. These findings suggest that fostering a culture of Belongingness can positively impact Organizational Commitment, especially when employees feel empowered and valued.

Similarly, Lampinen et al. (2017) investigated how a sense of community within the workplace contributes to Organizational Commitment. Through their research, they found that employees who feel a strong sense of belonging and mutual trust are more likely to exhibit higher levels of Organizational Commitment. Their study also revealed that different forms of commitment, including Affective, Continuance, and Normative Commitment, are influenced by employees' perceptions of Belongingness and community within the organization.

These findings underscore the significance of Belongingness as a mediator in the relationship between CSR and Organizational Commitment. Prior research has suggested that CSR initiatives often reflect organizational values of warmth, communion, and morality, which can contribute to employees' sense of Belongingness (Im et al., 2017). By exploring how Belongingness mediates the relationship between CSR and Organizational Commitment, this research seeks to provide deeper insights into the mechanisms through which CSR influences employee commitment.

Overall, the literature on Belongingness and Organizational Commitment emphasizes the importance of fostering a sense of community and connection within the workplace. By promoting Belongingness through CSR initiatives and organizational practices, organizations can enhance employee commitment and engagement, ultimately leading to greater organizational success and sustainability.

Biblical Foundations of the Study

While religious belief often serves as the primary determinant of one's sense of belonging to a specific religious community, it is not the sole factor influencing this belonging.

Increasingly, other factors such as attitudes toward institutionalized religion and the value of Belongingness play significant roles as well. The Bible reminds us of the importance of holy conduct and godliness (2 Peter 3:11), emphasizing the significance of personal values and beliefs in shaping one's sense of belonging.

Pospisil and Machackova (2021) suggest that the value of Belongingness is a cornerstone that binds together various factors affecting belonging, including religious belief. Their conclusions affirm the growing importance of belonging over religious belief for many individuals. The biblical directive to make disciples of all nations (Matthew 28:18-20) underscores the importance of fostering a sense of community and Belongingness within religious organizations.

Espedal and Carlsen (2021) explore how sacred narratives, such as the parable of the Good Samaritan and tales of organizational founders' legacies, shape individuals' values and actions within organizations. The Bible encourages believers to let their light shine through good works (Matthew 5:16), highlighting the performative nature of values in shaping organizational culture. Values rooted in sacred stories come to life through ongoing moral inquiry, fostering moral agency and commitment to the organization.

Regardless of one's profession or discipline, worldview influences how knowledge is examined. As a Christian, the doctrines of creation and humanity shape my understanding of research, learning, and teaching. Biblical verses such as Jeremiah 29:11 remind us of God's plans for our prosperity and hope, guiding our actions and decisions. Self-awareness and servant-

leadership characteristics are rooted in a deep understanding of one's identity through Christ (Song, 2020), enabling individuals to examine values and Corporate Social Responsibility (CSR) through a transformational perspective. Biblical passages such as 2 Corinthians 12:9 reassure believers of God's sufficiency and power in times of weakness, providing strength and guidance in navigating the complexities of the workplace.

In conclusion, the biblical foundations of this study underscore the importance of Belongingness, values, and religious beliefs in shaping individual attitudes and behaviors within organizations. As religious belief remains a significant factor in determining one's sense of belonging to a religious community, other factors such as attitudes toward institutionalized religion and the value of Belongingness are increasingly influential.

The biblical directives to foster community, engage in good works, and seek God's guidance in all endeavors align with the findings of scholarly research, which highlight the role of Belongingness and values in Organizational Commitment and Corporate Social Responsibility (CSR). By understanding and embracing these biblical principles, organizations can cultivate a workplace culture rooted in integrity, compassion, and mutual respect, leading to enhanced employee engagement and commitment.

Ultimately, the transformative power of religious beliefs and sacred narratives can guide individuals in navigating ethical dilemmas and promoting social responsibility in the workplace. By incorporating biblical principles into organizational practices, leaders can create environments where employees feel valued, supported, and empowered to make meaningful contributions to the organization and society as a whole. As we strive to integrate these principles into our professional lives, may we remain steadfast in our commitment to honor God and serve others with excellence and integrity.

Summary

The literature review offers a comprehensive examination of Corporate Social Responsibility (CSR), Organizational Commitment, and Belongingness, revealing their interrelated nature within organizational dynamics. Drawing upon the social identity theory, the review elucidates how individuals align their preferences with organizational values, fostering a sense of belonging and commitment. It emphasizes the pivotal role of CSR principles, including discretionary, ethical, and economic responsibilities, in promoting sustainable development and enhancing organizational culture. Moreover, the review delves into the complex relationship between CSR initiatives and employee behavior, shedding light on the underlying mechanisms driving Organizational Commitment.

Furthermore, the review highlights the nuanced dynamics between CSR and Economic, Ethical, and Discretionary responsibilities, uncovering their multifaceted impacts on organizational outcomes. The literature underscores the importance of understanding stakeholders' perceptions, organizational practices, and leadership styles in shaping CSR effectiveness and employee engagement.

Moreover, the review explores the intricate relationship between CSR, Belongingness, and Organizational Commitment, offering insights into how inclusive leadership, workplace ostracism, and consumer responses influence employee attitudes and behaviors. It underscores the significance of fostering a sense of community and connection within the workplace to enhance employee commitment and engagement.

Lastly, the review integrates biblical foundations into the study, emphasizing the importance of values, beliefs, and Belongingness in shaping organizational culture and behavior.

It underscores the transformative power of religious beliefs in guiding ethical decision-making and promoting social responsibility in the workplace.

In conclusion, the literature review provides a holistic understanding of CSR, Organizational Commitment, and Belongingness, offering valuable insights for organizations seeking to foster positive workplace cultures and enhance employee engagement. It underscores the importance of aligning organizational practices with core values and principles, ultimately contributing to organizational success and societal well-being.

CHAPTER 3: RESEARCH METHOD

Overview

The lack of understanding of the relationship between CSR and Organizational Commitment needs further investigation. Additionally, Belongingness plays a mediating role in the relationship that needs examining. Belongingness is a self-evaluation by employees and is deemed critical to their identity. Positive congruence with the organization's values and practices will be reflected in their organizational identification, leading to commitment (Im et al., 2016). CSR congruence leads employees to perceive that their values and norms align with the organization, thus leading to elevated levels of Organizational Commitment and Belongingness (Halbusi et al., 2019). Determining how and why it leads to that congruence will result in attaining desired organizational outcomes. The relationship between CSR and Organizational Commitment is essential because it contributes to increased attitudes and behaviors that may be affected by feelings of Belongingness (Bouraoui et al., 2019). Examining employee perceptions is vital to this research because of its effect on behavior, attitudes, and performance (Cheema et al., 2019).

Further, analyzing the mechanisms that influence each other in this relationship will allow organizations to build a CSR framework around Organizational Commitment (Carballo-Penela et al., 2020). This study focuses on the positive relationship between CSR congruence and Organizational Commitment. Belongingness will be examined as an intervening variable that partially mediates that relationship.

Research Questions

RQ1: How can overall CSR and its subdimensions lead to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ1a: How can overall CSR and its subdimensions lead to Affective commitment?

RQ1b: How can overall CSR and its subdimensions lead to Continuance commitment?

RQ1c: How can overall CSR and its subdimensions lead to Normative commitment?

RQ2: For the subdimensions of overall CSR, which responsibility will have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ2a: Will Discretionary Responsibility have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ2b: Will Ethical Responsibility have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ2c: Will Economic Responsibility have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ3: How can overall CSR and its subdimensions lead to Belongingness?

RQ4: Does Belongingness partially mediate the relationship between overall CSR and the dimensions of Organizational Commitment (Affective, Continuance, Normative)?

RQ4a: Does Belongingness partially mediate the relationship between overall CSR and Affective Commitment?

RQ4b: Does Belongingness partially mediate the relationship between overall CSR and Continuance Commitment?

RQ4c: Does Belongingness partially mediate the relationship between overall CSR and Normative Commitment?

RQ5: Is the relationship between each CSR subdimension and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

RQ5a: Is the relationship between Discretionary Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

RQ5b: Is the relationship between Ethical Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

RQ5c: Is the relationship between Economic Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

Hypotheses

Hypothesis 1: The overall relationship between CSR and its subdimensions will lead to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H1a: The overall relationship between CSR and its subdimensions will lead to Affective Commitment.

H1b: The overall relationship between CSR and its subdimensions will lead to Continuance Commitment.

H1c: The overall relationship between CSR and its subdimensions will lead to Normative Commitment.

Hypothesis 2: One subdimension of overall CSR will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H2a: Discretionary Responsibility will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H2b: Ethical Responsibility will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

H2c: Economic Responsibility will present a stronger relationship leading to the dimensions of Organizational Commitment (Affective, Continuance, Normative).

Hypothesis 3: The overall relationship between CSR and its subdimensions will lead to Belongingness.

Hypothesis 4: The relationship between overall CSR and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H4a: Belongingness will partially mediate the relationship between overall CSR and Affective Commitment.

H4b: Belongingness will partially mediate the relationship between overall CSR and Continuance Commitment.

H4c: Belongingness will partially mediate the relationship between overall CSR and Normative Commitment.

Hypothesis 5: The relationship between each CSR subdimension and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H5a: The relationship between Discretionary Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H5b: The relationship between Ethical Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

H5c: The relationship between Economic Responsibility and the dimensions of Organizational Commitment (Affective, Continuance, Normative) will be partially mediated by Belongingness.

Research Design

Structural equation modeling (SEM) will be utilized to examine the latent variables of the model, along with direct and indirect effects. SEM analyses will help explain the relationship between overall CSR and employees' Organizational Commitment, while including Belongingness as a mediating variable. The model will test the direct effect of CSR congruence on Organizational Commitment as measured by Affective, Continuance, and Normative dimensions. Further, indirect effects will be examined of the relationships (including subdimensions of CSR) being partially mediated by Belongingness. SEM will assist in understanding the influence of Belongingness in the relationship between CSR congruence and commitment.

Participants

Using M-Turk, data will be collected to evaluate the research hypotheses from full-time employed individuals in various industries. The target audience will represent participants from multiple levels and business units within different industries. Participation from around 200 sample respondents within these industries is sufficient per power analysis with large effect size, $\alpha=0.5$, and power of 0.95 (Faul et al., 2009). Once approved, the researcher will distribute the initial assessment and follow-up survey email. Respondents will be invited via email to respond to the survey with the hyperlink provided directly to the researchers. The rule-out criteria will exclude respondents such as part-time employees and interns. Given the personal variables of this study, self-reporting will be the primary data collection method. All respondents will participate voluntarily and are at liberty to deny participation in this study.

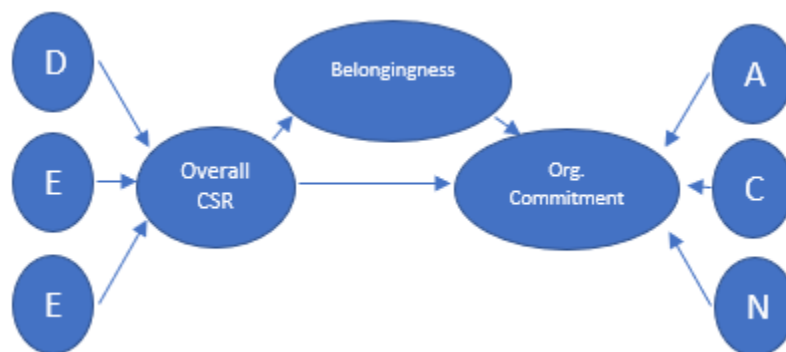
Study Procedures

Before beginning the survey, participants will be asked to complete an eligibility questionnaire to determine which participants can proceed (See Appendix A). Demographics of age, gender, ethnicity, education level, employment status, annual income, and religion will be utilized for the questionnaire. Gender, ethnicity, and faith will be vital because attitudes and behaviors can drive them. Employees' sense of belonging involves co-existing and overlapping with other social identities, which include these demographics. Once complete, an informed consent statement will describe the purpose of the study and ask if they agree to participate in the study with the understanding that they are free to discontinue the study at any time. Then participants will be asked to complete a 37-item online survey containing the CSR scale items, Belongingness, and Organizational Commitment providing information about how each item relates to their organization. This survey will take approximately 15 minutes to complete, but there will be an allotted time of 30 minutes. Participants will be allowed to complete the study at their convenience but encouraged to complete it in one sitting.

Instrumentation and Measurement

Figure 1

Proposal Model of Corporate Social Responsibility



Discretionary/Ethical/Economic Responsibility.

Employees guide their behaviors and decision-making efforts to organizations when their priorities share the same values and norms. This study attempts to clarify the concept of CSR activities as composed of Discretionary, Ethical, and Economic activities. These dimensions of CSR are used to conceptualize practices that drive growth through employee motivation and inclusion. These activities are adapted from the E-CSRO scale developed by Aupperle, Hatfield, and Carroll (1983). There are 15 questions with responses on a 10-point scale for each set of three statements—total possible points of 150 (See Appendix B). Each sub-statement corresponds to one of the three CSRO dimensions of Economic, Ethical, and Discretionary. A maximum of 10 points can be allocated to the three sub-statements in the same question set, and equal scoring for each sub-statement is allowed (Wong et al., 2019). Respondents can allocate up to but not more than 10 points to each set of three statements. For example, A = 4, B = 3, C = 3 for a total of 10 points. Cronbach's α coefficient will measure reliability.

Organizational Commitment.

To continue employment with an organization, employees must acquire their desire to do so. This desire stems from the implications of the relationship with the organization. This study utilizes Meyer and Allen's (1991) three-component commitment model. The three components are Affective ($\alpha=0.87$), Continuance ($\alpha=0.79$), and Normative ($\alpha=0.73$). Sample statements such as "This organization has a great deal of meaning to me" and "I do not feel any obligation to remain with my organization." A Likert-type rating scale is used, from 1 = strongly disagree to 5 = strongly agree. Cronbach's α coefficient used for reliability. (See Appendix C)

Belongingness.

Most employees desire significant work relationships and belong to a workgroup that is important to them. The 12-item workplace Belongingness scale (WBS) developed by Jena and Pradhan (2018) will measure Belongingness in the workplace. Sample statements are "In my work unit, I have many common themes with my coworkers," and "I generally carry more positive emotions than the negative ones during my job". All the instrument items were positively worded, and the Likert-type rating scale had 1 = strongly disagree to 5 = strongly agree (See Appendix D). Cronbach's α coefficient (0.86) is used for reliability.

Operationalization of Variables

Variable One – this variable is nominal and will be measured by a possible total score of 150 on the E-CSRO scale developed by Aupperle, Hatfield, and Carroll (1983).

Variable Two – Variable Two is an interval variable measured by Meyer and Allen's (1991) three-component commitment model, asking the level of Affective, continual, and Normative Commitment.

Variable Three – this variable is an interval variable and will be measured by a 12-item workplace Belongingness scale (WBS) developed by Jena and Pradhan (2018).

Data Analysis

The sample size will allow for missing data. If there is missing data in the data set, it will be deleted, and the study will proceed with the remaining data. The validity of demographics will also be assessed. SEM and mediation analysis will determine the direct relationship between overall CSR dimensions and Organizational Commitment. Finally, the study will look at the indirect effects of that relationship partially mediated by Belongingness. The measurement scales

will look for model fit simultaneously, as shown during the reliability analysis. The mediating variables among these relationships come about evaluated.

Based on the mediation package method is highly recommended as a more flexible and statistically powerful approach. This package uses the more recent bootstrapping method of Preacher & Hayes (2004) to address the power limitations of the Sobel Test. In addition, this method computes the point estimate of the indirect effect over a large number of random samples, so it does not assume that the data are normally distributed and is more suitable for small sample sizes than the Barron & Kenny method.

Finally, regression models will be used for the outcome measure to affect employee attitudes. IBM SPSS and SmartPLS will be used to analyze the data. There may be overlapping of similar constructs to be examined through convergent validity because of the correlation with other similar variables (Jena & Pradhan, 2018). To compensate for incomplete or missing data, regression imputation will be utilized. It predicts a score for each subject using multiple regression based on their non-missing scores for other variables (Kline, 1998). After performing the imputations, SEM can analyze the data as completed.

Delimitations, Assumptions, and Limitations

Although there is significant research on overall CSR and CSR congruence independently, the link between the two on employee outcomes, such as Organizational Commitment, is limited and worth pursuing. Research in this area must consider how CSR activities affect feelings of belonging since it enhances the level of engagement employees demonstrate. Employees feel included and committed to their roles and organization more engaged and motivated to perform. The correlation between CSR dimensions and CSR congruence will increase job attitudes and behaviors, thus Belongingness. Unfortunately,

previous research on this relationship was not cross-cultural, limiting the industry- or country-specific results. Today's business climate calls for varying relationships based on different societal values. Therefore, the dynamics of these relationships require a multi-level approach for more reliable findings. A multi-level approach shows the importance of employees' CSR congruence embedded in organizational societal values.

The first possible limitation is the utilization of self-reporting, which can lead to potential common-method bias. A possible challenge is obtaining a large sample size to exclude part-time and seasonal employees. Another limit or challenge to this research is utilizing the organizations' descriptions of their CSR activities based on their provided reports. The reports will describe their activities and expectations of their values and norms from individual employees. Their perceptions could prove relevant to overall CSR as essential to Organizational Commitment. It could also provide insight into their level of sincerity and credibility, as it plays a significant role in how surrounding communities engage in these activities.

Moreover, these discussions from inception to implementation could be vital to CSR initiatives' effects. The problem with CSR activities is that each organization may define and view it differently, affecting employee perceptions. Clarity of their level of exact participation would be limited in the research study, which could be helpful. This study will conceptualize several measurement approaches to determine the best course for the examination. Doing this will allow organizations to determine compatibility of fit and positive perceptions with their current workforce.

Summary

A current shift in societal values and expectations of organizations has increased the attention on Corporate Social Responsibility (CSR) in recent literature. Research has shown

CSR to improve employees' value in their organization and roles through job satisfaction and commitment (Donia et al., 2019). Employees relate their level of motivation to participate in CSR activities when their congruence is aligned. The relationship between CSR and Belongingness leads to individual outcomes that correlate to Organizational Commitment. When organizations present value in CSR activities, the employee is more attracted or fit to the organization (Degrassi, 2019). This research study aims to support a partial mediation model, such that Belongingness explains the positive relationship between CSR congruence and Organizational Commitment. CSR congruence is when employees provide their overall assessment of how they fit within the organization's values and goals (Hudson et al., 2017). Upon examining this relationship, organizations may consider applying these variables to their best practices over the long term.

CHAPTER 4: RESULTS

Overview

The analytical process of the study began with a thorough descriptive analysis in which participants' demographics are discussed. Furthermore, Structural Equation Modeling (SEM) was used with SmartPLS to explore the complex relationships between variables in deeper detail. The construct validity and reliability are then assessed using a Confirmatory Factor Analysis (CFA), ensuring that the selected measurement scales appropriately measure the intended constructs. Additionally, SRMR and Chi-Square were used as model fit indices to ensure the fitness of the study model (Hu & Bentler, 1999). This study then used a two-stage disjoint approach to establish the dimensions of Organizational Commitment and CSR and validate the dimensions. The study also thoroughly investigates possible issues with multicollinearity and common method bias that might affect the results. The primary objective of the research is to evaluate the relationship between Organizational Commitment and its dimensions (Affective, Continuance, Normative), as

well as overall CSR and its dimensions (Discretionary, Ethical, Economic) when mediated by a variable of Belongingness. Beyond these direct effects, the study explores the mediation impact of Belongingness on these relationships. The model's explanatory power is evaluated using R-squared (R^2) analysis at the end of the data analysis process.

Descriptive Results

The age and employment status variables were particularly important in examining the respondents' demographic profile (see Table 4.1). Participants had to be full-time workers and at least 18 years old to meet the eligibility criteria. Age distribution showed that the majority of people (43%) were in the 25–34 age range, followed by people in the 33–44 age range (27%) and people in the 18–24 age range (14%). Participants over the age of 54 accounted for a smaller proportion (4%). Notably, White participants were a predominant part of this sample (60%). Furthermore, the work status of each respondent indicated that they were all full-time workers, guaranteeing consistency in the employment status. This consistent employment pattern contributes to the sample's coherence, emphasizing the study's relevance to full-time working professionals.

Table 4.1
Profile of Respondents

Demographics	Categories	Frequency	Percentage
Gender	Female	89	44
	Male	113	56
Age	18 – 24	29	14
	25 – 34	86	43
	35 – 44	55	27
	45 – 54	22	11
	Above 54	9	4
	Prefer not to say	1	1

Education	Some high school	2	1
	High School or GED	13	6
	Some College	18	9
	Associate (2-year) degree	6	3
	Bachelor (4-year) degree	116	57
	Master's degree	42	21
	Doctorate degree	4	2
	Prefer not to say	1	1
Employment Status	Full-time Employee	202	100
Ethnicity	American Indian or Alaskan Native	4	2
	White	122	60
	Asian	43	21
	Black or African American	18	9
	Hispanic or Latino	11	5
	Native Hawaiian or other Pacific Islander	1	1
	Other	1	1
	Prefer not to say	2	1
Job Level	Administrative Support Worker	25	13
	Craft Worker	6	3
	Executive/Senior-level Official and Manager	43	21
	First/Mid-level Official and Manager	46	23
	Professional	51	25
	Sales Workers	10	5
	Technician	17	8
	Prefer not to say	4	2
Work Arrangement	Fully on-site	105	52
	Fully remote (distributed)	23	11
	Fully remote (locally)	23	11
	Hybrid (remote & on-site)	46	23
	Prefer not to say	5	3
Total Annual Income	Under \$30,000	28	14
	\$30,000 - \$49,999	52	26

	\$50,000 - \$74,999	51	25
	\$75,000 - \$99,999	47	23
	\$100,000 - \$149,999	13	6
	\$150,000 or more	8	4
	Prefer not to say	3	2
Religious Beliefs	Yes	120	59
	No	69	34
	Other	2	1
	Prefer not to say	11	6

Study Findings

Confirmatory Factor Analysis (CFA)

This section addresses how the study performed Confirmatory Factor analysis (CFA) to validate the measurement model (outer model) by examining the relationship between items/indicators and their respective underlying construct.

Construct Reliability and Validity

By evaluating the factor loadings and composite reliability, the measure's internal consistency is evaluated to determine the dependability of each construct. Meanwhile, the construct's validity is evaluated using convergent and discriminant validity (Hair, Hult, Ringle, & Sarstedt, 2017). Convergent validity refers to the degree of agreement among several items used to measure the same concept in the study (Hair, Hult, Ringle, & Sarstedt, 2014). This study evaluates the constructs' convergent validity using the average variance extracted (AVE) and outer loadings values. To prove the convergent validity of the variables, the acceptable value of AVE must be at least 0.5. (Hair et al., 2010).

When two or more concepts are not connected despite being distinctly different from one another, this is called discriminant validity (Hair et al., 2010). The construct's discriminant validity

may be determined by looking at the Fornell-Larcker criteria and Heterotrait-Monotrait Ratio (HTMT) Analysis. First, the factor loadings are retrieved using PLS factor techniques in PLS-SEM for cross-loadings analysis. According to Hair et al. (2010), a cutoff value of 0.5 was applied to all factor loading for reflective constructs to test reliability. Items with loading values lower than 0.5 were removed from the model. Low loadings demonstrate the model's extremely limited explanatory ability and reduce the estimated parameters linking the construct. In contrast, high loadings indicate that there is a greater degree of shared variance across the constructs (Côte-Real et al., 2017).

Outer loadings, composite reliability (CR), and the average variance extracted (AVE) were evaluated to determine convergent validity. Due to the factor loadings below 0.5, the AVE and CR are higher than the standard values of 0.5 and 0.7, respectively (Table 4.2). The Fornell-Larcker criteria and Heterotrait-Monotrait Ratio (HTMT) Analysis may also be used to verify discriminant validity for reflective measurement models. The square root of AVE for each latent construct should be larger than the correlations of any other latent construct, according to the Fornell-Larcker criteria, which is shown in Table 4.3. Similarly, when all HTMT ratio values are less than 0.85, the Heterotrait-Monotrait ratio (HTMT) analysis has discriminant validity. The HTMT ratio of each indicator versus each other indicator, as shown in Table 4.4, was less than 0.85, demonstrating the discriminant validity of the indicators.

Figure 4.1
Measurement Model

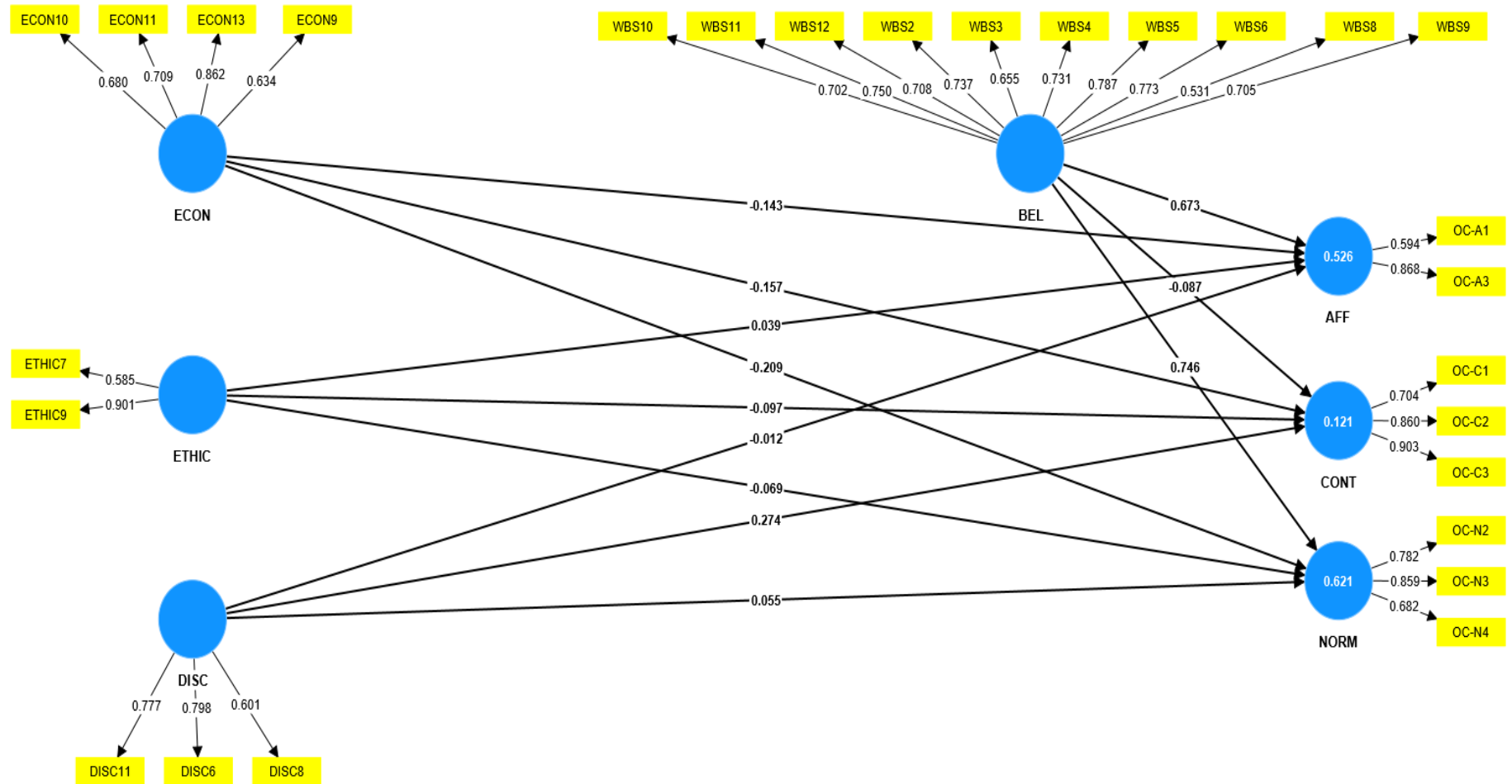


Table 4.2
Result Summary for Reliability and Validity of Constructs

Constructs	Indicator	Loadings	AVE	CR
Discretionary Responsibility	DISC6	0.798	0.534	0.772
	DISC8	0.601		
	DISC11	0.777		
Economic Responsibility	ECON9	0.634	0.528	0.815
	ECON11	0.709		
	ECON13	0.862		
Ethical Responsibility	ETHIC7	0.585	0.577	0.723
	ETHIC9	0.901		
Affective Organizational Commitment	OC-A1	0.594	0.552	0.705
	OC-A3	0.868		
Continuance Organizational Commitment	OC-C1	0.704	0.683	0.865
	OC-C2	0.860		
	OC-C3	0.903		
Normative Organizational Commitment	OC-N2	0.782	0.605	0.820
	OC-N3	0.859		
	OC-N4	0.682		
Belongingness	WBS2	0.737	0.506	0.910
	WBS3	0.655		
	WBS4	0.731		
	WBS5	0.787		
	WBS6	0.773		
	WBS8	0.531		
	WBS9	0.705		
	WBS10	0.702		
	WBS11	0.750		
	WBS12	0.708		

Note: AVE (Average Variance Extracted) = (summation of the square of the factor loadings) / {(summation of the square of the factor loadings) + (summation of error variance)};
Composite Reliability (CR) = (square of the summation of the factor loadings) / {(square of the summation of the factor loadings) + (summation of error variance)}. (Barker & Ong, 2016)

Table 4.3
Fornell-Larcker Criterion Analysis for Checking Discriminant Validity of Construct

Note: AFF-Affective Organizational Commitment, BEL-Belongingness, CONT-Continuance

	AFF	BEL	CONT	DISC	ECON	ETHIC	NORM
AFF	0.743						
BEL	0.708	0.711					
CONT	0.030	0.551	0.827				
DISC	0.009	0.653	0.311	0.731			
ECON	0.271	0.489	0.204	0.403	0.726		
ETHIC	0.272	0.244	0.254	0.336	0.509	0.760	
NORM	0.673	0.341	0.172	0.261	0.321	0.238	0.778

Organizational Commitment, DISC-Discretionary Responsibility, ECON- Economic Responsibility, ETHIC- Ethical Responsibility, NORM- Normative Organizational Commitment

Table 4.4
Heterotrait-Monotrait Ratio (HTMT) Analysis for Checking Discriminant Validity of Inner Model

	AFF	BEL	CONT	DISC	ECON	ETHIC	NORM
AFF							
BEL	0.846						
CONT	0.829	0.276					
DISC	0.455	0.239	0.407				
ECON	0.680	0.274	0.240	0.696			
ETHIC	0.166	0.453	0.198	0.801	0.281		
NORM	0.828	0.827	0.275	0.214	0.452	0.495	

Note: AFF-Affective Organizational Commitment, BEL-Belongingness, CONT-Continuance Organizational Commitment, DISC-Discretionary Responsibility, ECON- Economic Responsibility, ETHIC- Ethical Responsibility, NORM- Normative Organizational Commitment

Model Fit

In accordance with Kline's (2005) model fit assessment guidelines, the Chi-Square test and the Standardized Root Mean Square Residual (SRMR) were chosen as key indices for evaluating the structural equation model (SEM). Kline (2005) emphasizes the importance of using multiple fit indices to provide a comprehensive evaluation. An SRMR value less than 0.08 generally indicates an approximately well-fitting model (Hu & Bentler, 1999).

The acceptable ratio of the Chi-Square statistic is still up for debate, with earlier suggestions ranging from 2.0 (Tabachnick & Fidell, 2007) to 5.0 (Wheaton et al., 1977). The Chi-Square value was 4.113. However, the SRMR recorded a commendable value of 0.032, which was well below the suggested threshold of 0.08. This combination of fit indices indicates that the overall model fit is considered acceptable, supporting the structural equation model's robustness in capturing the underlying relationships within the data.

Establishment of Second-Order Constructs

A two-stage disjoint approach was employed to establish second-order constructs by extracting latent variable scores from the measurement model to enrich the structural model and facilitate a nuanced understanding of the intricate relationships within the organizational context. Using this approach, the second-order constructs of Organizational Commitment (OC) and Corporate Social Responsibility (CSR) were formed by carefully aggregating dimensions. T statistics, P values, and outer weights for each dimension are shown in Table 4.5. The CSR has three dimensions: Discretionary Responsibility (Outer-weight= 0.122, $t = 7.153$, $p = 0.000$), Ethical Responsibility (Outer-weight= 0.157, $t = 13.715$, $p = 0.000$), and Economic Responsibility (Outer-weight= 0.162, $t = 13.384$, $p = 0.000$). Additionally, Organizational Commitment also has three dimensions: Affective (Outer-weight= 0.377, $t = 5.302$, $p = 0.000$), Continuance (Outer-weight= 0.263, $t = 4.244$, $p = 0.000$), and Normative (Outer-weight= 0.706, $t = 5.302$, $p = 0.000$). All these dimensions significantly measured its respective second-order constructs, as the p-values are less than 0.05. When each variable's variance inflation factor (VIF) value exceeds 5, this issue can be found using the collinearity evaluation (Hair, Hult, Ringle, & Sarstedt, 2014). Similarly, a complete collinearity approach may be used to evaluate the issue of common method bias. If the value of VIF is less than 3.3, the model will be free of the common method bias (Kock, 2015). Table 4.5 explains the collinearity and common method bias assessment of each dimension presented in the research model and finds no

problem with multicollinearity and common method bias. The VIF of all dimensions is less than the threshold of 5 for multicollinearity and 3.3 for common method bias, which explains the study's lack of collinearity and common method bias.

Table 4.5

Second-order of CSR and OC and its relationship with first-order constructs

Second-order Constructs	First-order Constructs	Outer Weights	T Statistics	P-values	Outer Loadings	VIF
CSR	DC	0.122	7.135	0.000	0.705	1.276
	EC	0.157	13.715	0.000	0.732	1.457
	ECC	0.162	13.384	0.000	0.655	1.487
OC	AOC	0.377	5.302	0.000	0.911	2.047
	COC	0.263	4.244	0.000	0.715	1.003
	NOC	0.706	9.991	0.000	0.913	1.124

Assessment of Structural Model

Hypotheses Testing

A bootstrapping approach can be employed to determine the structural model (Zhao et al., 2010). In order to test the developed hypotheses, the structural model evaluation was done using two models. Only once a measurement model analysis has confirmed there are no violations may this test be performed. The path coefficients and R^2 values are assessed first in the structural evaluation. Afterward, a bootstrap analysis was used to determine the significance of the path coefficients. The path coefficient (β) value can be used to evaluate the direction and strength of hypothesized relationships. A significant positive relationship between the constructs is shown by the standardized values that are near +1 and vice versa (Hair et al., 2014).

The coefficient determination (R^2) values were then evaluated. The R^2 shows the variation accounted for by exogenous variables about the endogenous variable (Hair et al.,

2014). Although the R^2 range is acceptable (Moksony & Heged, 1990), earlier research has evaluated R^2 values of 0.26 or above as significant (Hair et al., 2017). However, $R^2 > 0.10$ is acceptable in social science and business research (Duarte & Raposo, 2010). The model adequately of Model I accounts for a substantial amount of the variation in the Affective Organizational Commitment and Normative Organizational Commitment with the R^2 value of 0.539 or 54% effects for Affective, 0.994 or 99% for Normative, and 0.11 or 11% for Continuance. This suggests that the model explains a substantial amount of variation in Affective and Normative, whereas it is low but acceptable in Continuance, as shown in Table 4.7. The findings of the direct influence hypotheses and mediation effects put forward in this study are shown in Table 4.6 and Figure 4.2 (Chin, 1998).

The output of the bootstrapping PLS-results SEM for the model revealed that six out of the seven proposed hypotheses of direct relationships were supported. Additionally, one out of the six proposed hypotheses of mediated relationships was supported. The two mediation effect hypotheses were rejected, such as a significant positive relationship between CSR and Affective Organizational Commitment ($\beta = 0.354$, $t = 5.294$, $p < 0.001$). CSR and Continuance Organizational Commitment also had a significant positive relationship ($\beta = 0.515$, $t = 2.206$, $p < 0.05$). There is also a statistically significant relationship between CSR and Normative Organization Commitment ($\beta = 1.015$, $t = 4.881$, $p < 0.001$). Finally, the CSR is significantly linked with Belongingness ($\beta = 0.694$, $t = 20.151$, $p < 0.001$). Furthermore, Belongingness significantly mediates the relationship between CSR and Affective Organizational Commitment ($\beta = 0.327$, $t = 5.605$, $p < 0.001$). Belongingness does not mediate the relationship between CSR and Continuance Organizational Commitment ($\beta = -0.326$, $t = 1.455$, $p > 0.05$) or the relationship between CSR and Normative Organizational Commitment ($\beta = -0.018$, $t = 1.613$, $p > 0.05$).

Table 4.6
Summary of the Direct Effects and Mediation Effects

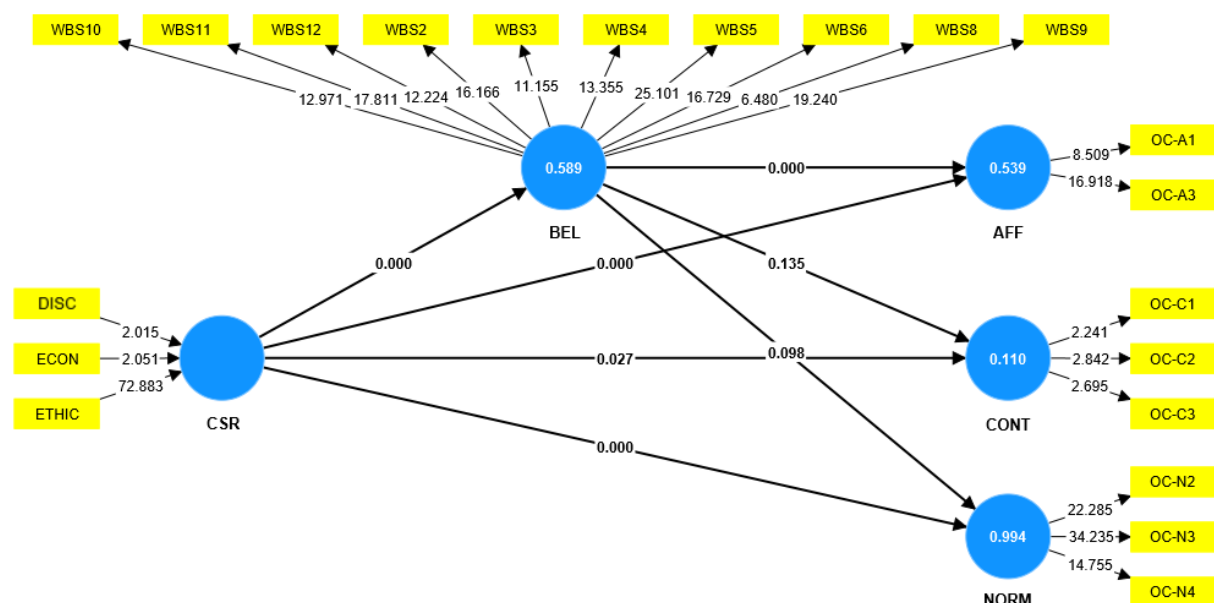
Hypotheses	Relationship	Beta	SE	t-value	p-value	Statistic Decision
H1a	CSR -> AFF	0.354	0.067	5.294	0.000	Supported
H1b	CSR -> CONT	0.515	0.233	2.206	0.027	Supported
H1c	CSR -> NORM	1.015	0.01	104.37	0.000	Supported
H3	CSR -> BEL	0.694	0.034	20.151	0.000	Supported
H4a	CSR -> BEL -> AFF	0.327	0.058	5.605	0.000	Supported
H4b	CSR -> BEL -> CONT	-0.326	0.224	1.455	0.146	Not – Supported
H4c	CSR -> BEL -> NORM	-0.018	0.011	1.613	0.107	Not – Supported

Table 4.7
 R^2 of Endogenous Latent Variables

Constructs	R^2	Result
AFF	0.539	Substantial
CONT	0.11	Low
NORM	0.994	Substantial

Note: AFF-Affective Organizational Commitment, CONT-Continuance Organizational Commitment, NORM- Normative Organizational Commitment

Figure 4.2
Structural Model II



Model II adequately accounts for a substantial amount of the variation in overall Organizational Commitment, with an R^2 value of 0.993 or 99% (Table 4.9). The findings of the direct influence hypothesis and mediation effect put forward in this study are shown in Table 4.8 and Figure 4.3.

The output of the bootstrapping PLS-results SEM for model II showed that three of the six proposed hypotheses, direct and mediation relationship, were supported. The remaining three hypotheses were rejected, such as there is a significant positive relationship between Ethical Responsibility and overall Organizational Commitment ($\beta = 0.166$, $t = 4.154$, $p < 0.001$). Economic Responsibility and overall Organizational Commitment ($\beta = 0.160$, $t = 2.631$, $p < 0.01$). At the same time, there was not a statistically significant relationship found between Discretionary Responsibility and overall Organizational Commitment ($\beta = -0.033$, $t = 0.562$, $p > 0.05$). Furthermore, the mediation effect of Belongingness on the relationship between Ethical Responsibility and overall Organizational Commitment was significant ($\beta = 0.166$, $t = 2.623$, $p < 0.01$). At the same time, the mediation effect of Belongingness on the relationship between Discretionary Responsibility and overall Organizational Commitment was found to be insignificant ($\beta = -0.141$, $t = 0.336$, $p > 0.05$). It was also identified that Belongingness does not mediate the relationship between Economic Responsibility and overall Organizational Commitment ($\beta = -0.096$, $t = 0.152$, $p > 0.05$).

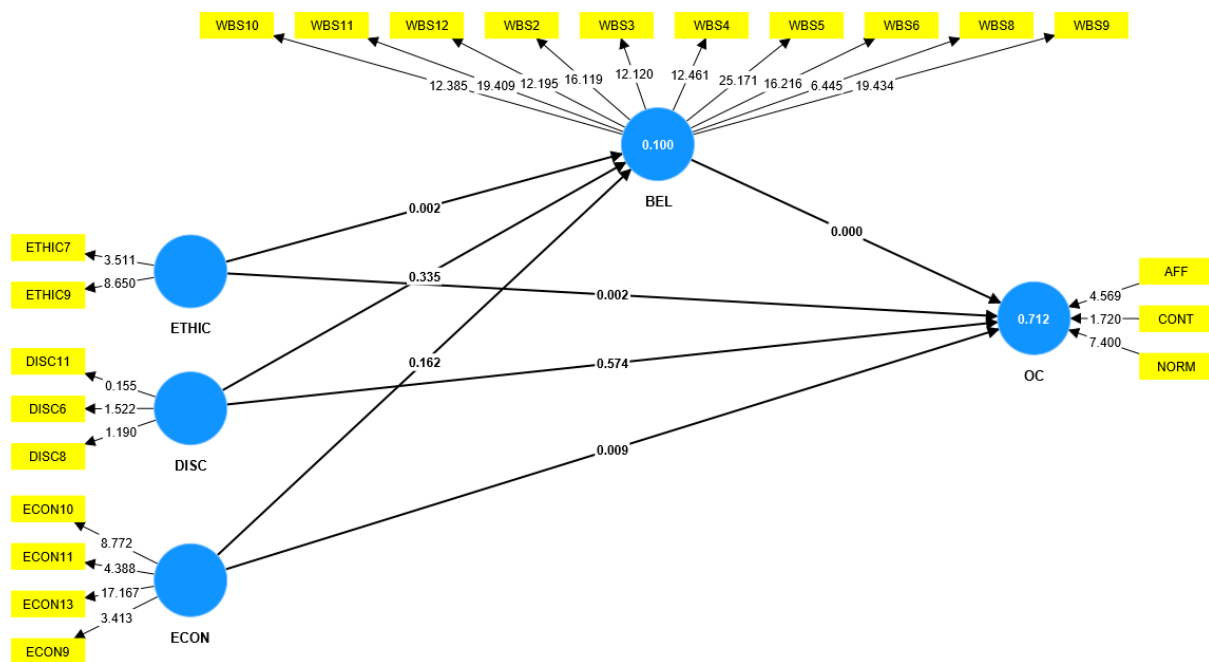
Table 4.8
Summary of the Direct Effect and Mediation Effect

Hypotheses	Relationship	Beta	SE	t-value	p-value	Statistic Decision
H2a	DISC -> OC	-0.033	0.058	0.562	0.574	Not – Supported
H2b	ETHIC -> OC	0.166	0.18	4.154	0.002	Supported
H2c	ECON -> OC	0.160	0.061	2.631	0.009	Supported

H5a	DISC -> BEL -> OC	-0.141	0.962	0.336	0.244	Not – Supported
H5b	ETHIC -> BEL -> OC	0.166	3.061	2.623	0.001	Supported
H5c	ECON -> BEL -> OC	-0.096	1.434	0.152	0.095	Not – Supported

Table 4.9*R² of Endogenous Latent Variables*

Constructs	R ²	Result
OC	0.993	Substantial

*Note: OC- Organizational Commitment***Figure 4.3**
Structural Model I

Summary

Chapter 4 explores the relationships between Corporate Social Responsibility (CSR), belonging, and Organizational Commitment (OC). Confirmatory Factor Analysis (CFA) and structural model assessment are used to validate the robustness of the model. Notable findings include significant positive relationships between CSR and OC dimensions and the role of Belongingness in translating CSR into increased organizational commitment. Examining particular CSR dimensions, the second model finds that Ethical and Economic Responsibility

have a strong positive relationship with overall OC. In contrast, Discretionary Responsibility does not have a statistically significant relationship. The chapter contributes by untangling CSR's multifaceted impact, integrating theories, and providing practical insights for organizations seeking to foster positive organizational climates.

CHAPTER 5: DISCUSSION

Overview

Chapter 4 delved into the relationships between Corporate Social Responsibility (CSR), Organizational Commitment (OC), and Belongingness. Chapter 5 presents the comprehensive investigation and insights obtained from this extensive exploration. The intricate dynamics within the organizational context were meticulously examined, providing a nuanced understanding of the direct effects on Organizational Commitment and its specific dimensions (Affective, Continuance, Normative). Furthermore, the study investigated the direct effects of CSR on its various dimensions (Discretionary, Ethical, and Economic). Beyond these direct relationships, the chapter delves into the mediating role of Belongingness, illuminating the intricate relationship between CSR initiatives, employee commitment, and a sense of belonging within the organizational framework.

This research's main objective was to examine the complex relationships between Corporate Social Responsibility (CSR) and Organizational Commitment (OC), with an emphasis on how Belongingness mediates them. The study aimed to determine how CSR directly affects all three dimensions of Organizational Commitment: Normative, Continuance, and Affective. The study also explored how Belongingness influences the relationship between CSR and each aspect of Organizational Commitment, acting as a mediator in that relationship.

Thereupon, the findings have been compiled and discussed by focusing on the following research propositions:

1. How can overall CSR and its subdimensions lead to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?
2. For the subdimensions of overall CSR, which responsibility will have the strongest relationship to the dimensions of Organizational Commitment (Affective, Continuance, Normative)?
3. How can overall CSR and its subdimensions lead to Belongingness?
4. Does Belongingness partially mediate the relationship between overall CSR and the dimensions of Organizational Commitment (Affective, Continuance, Normative)?
5. Is the relationship between each CSR subdimension and the dimensions of Organizational Commitment (Affective, Continuance, Normative) mediated by Belongingness?

Summary of Findings

In Chapter 5, as we delve into the findings, it's important to note some key statistics from our sample, as presented in Table 4.1. The distribution of respondents across different work arrangements provides valuable context for interpreting the results. For instance, the large percentage of respondents in hybrid work arrangements (23%) compared to fully on-site or fully remote setups may have influenced certain findings, particularly those related to Organizational Commitment and Belongingness.

Moving on to the methodology, our study employed PLS-SEM to test both the measurement and structural model. Before conducting the tests, confirmatory factor analysis (CFA) was performed to assess construct components, convergent validity, and discriminant validity. The results of these analyses indicated that all values met the minimum acceptable criteria, establishing the reliability and validity of our measures.

The research focused on exploring the intricate relationships between Belongingness, Organizational Commitment, and Corporate Social Responsibility (CSR). Through rigorous analysis of 13 hypotheses, our findings provided significant insights, which were synthesized using summary statistics presented in Tables 4.6 and 4.8. It is crucial to emphasize that the conclusions are drawn from a sample of 202 respondents collected through field surveys. The statistical parameters used to evaluate the linkages among variables were carefully scrutinized, particularly focusing on the strengths of relationships, both direct and mediated, calculated through SEM-PLS.

Two models were constructed (as depicted in Figures 4.2 and 4.3) to test our hypotheses. The first model demonstrated substantial explanatory power, with R^2 values of 54% for Affective Commitment, 99% for Normative Commitment, and 11% for Continuance Commitment, as shown in Table 4.7. The second model, as illustrated in Table 4.9, exhibited an R^2 value of 99%, indicating a significant proportion of variation in aggregate Organizational Commitment explained by the model.

Regarding our hypotheses testing, the results revealed several noteworthy findings. Firstly, CSR exhibited a significant positive relationship with Normative, Continuance, and Affective Organizational Commitment ($p < 0.05$), indicating that organizations with robust CSR programs tend to garner higher levels of commitment from their employees. Moreover, CSR was found to significantly impact Belongingness ($p < 0.05$), suggesting that socially conscious companies may enhance employees' sense of belonging. However, while Belongingness served as a significant mediating factor in the relationship between Affective Organizational Commitment and CSR ($p < 0.05$), it did not play a significant mediating role in the relationships with Normative Commitment and Continuance ($p > 0.05$). Additionally, our study explored the effects of various CSR dimensions and found that while Discretionary Responsibility showed no statistically significant relationship with Organizational

Commitment ($p > 0.05$), Ethical and Economic Responsibility positively influenced it ($p < 0.05$). Notably, Belongingness played a mediating role in the relationship between Ethical Responsibility and Organizational Commitment ($p < 0.05$). These findings provide valuable insights for organizations seeking to enhance commitment and Belongingness among their employees through targeted CSR initiatives.

Discussion of Findings

The estimated results of this investigation infer invaluable insights regarding the following aspects of the study. These are relevant for informed assessments.

Relationship of CSR and Affective Organizational Commitment (H1a)

The study's findings support a positive relationship between CSR and Affective Organizational Commitment (AFF) ($\beta = 0.354$, $p < 0.05$). This aligns with Gupta's (2017) comprehension of CSR as a mechanism for aligning organizational values with societal expectations. The positive effect of CSR on AFF is consistent with previous research that emphasizes CSR's role in fostering positive employee attitudes and commitment (Raza et al., 2021). The notable beta coefficient and statistical significance suggest that within the sample studied, organizations emphasizing CSR initiatives are more inclined to observe heightened Affective Commitment among their employees. This is consistent with societal expectations that organizations actively engage in socially responsible practices (Jena & Pradham, 2017). The societal context emphasizes the growing importance of businesses positively contributing to their communities, and doing so allows organizations to meet broader expectations beyond their operational realms (Carroll, 1999).

Affective Commitment, a critical aspect of Organizational Commitment, is especially important because it represents employees' emotional attachment and identification with the organization (Meyer and Allen, 1991). Understanding this emotional connection is vital for predicting employee engagement and retention. Hypothesis H1a, which posits a direct

relationship between CSR and Affective Commitment, was supported with a significant beta coefficient of 0.354 ($p < 0.05$). This indicates that CSR initiatives positively influence employees' emotional attachment to the organization. This finding underscores the importance of CSR in fostering a strong emotional bond between employees and the organization, which can lead to increased loyalty and commitment among employees. By emphasizing the role of CSR in fostering emotional attachment and commitment among employees, this addition strengthens the understanding of the impact of CSR on Affective Commitment in the context of organizational management.

Relationship of CSR and Continuance Organizational Commitment (H1b)

The relationship between Continuance Organizational Commitment (CONT) and CSR is found to be significantly positive empirically ($\beta = 0.515$, $p < 0.05$). Understanding the complex relationship between CSR and Organizational Commitment is crucial for organizations aiming to enhance employee loyalty and commitment.

Hypothesis H1b, indicating a direct relationship between CSR and Continuance Commitment, was supported with a significant beta coefficient of 0.515 ($p = 0.027$). This statistical significance underscores the notion that CSR practices positively influence employees' perception of the need to stay with the company, thus fostering Continuance Commitment. This finding aligns with previous research, highlighting the importance of CSR in shaping employees' commitment levels and their intention to remain with the organization. It emphasizes the strategic significance of CSR initiatives in promoting employee retention and organizational sustainability. By highlighting the statistical significance of the relationship between CSR and Continuance Commitment, and connecting it to broader literature, this addition strengthens the understanding of how CSR practices impact employees' commitment levels and their inclination to stay with the organization.

Relationship of CSR and Normative Organizational Commitment (H1c)

The study found a significant relationship between CSR and Normative Organizational Commitment ($\beta = 1.015$, $p < 0.05$). Understanding the alignment between CSR initiatives and societal values is essential for comprehending the underlying mechanisms driving employees' Normative Commitment. Hypothesis H1c, indicating a direct relationship between CSR and Normative Commitment, was strongly supported with a substantial beta coefficient of 1.015 ($p < 0.05$). This significant coefficient underscores the idea that CSR initiatives play a significant role in establishing a strong sense of duty and obligation in employees, which becomes deeply embedded in organizational norms.

This finding emphasizes the importance of CSR initiatives not only in fostering employees' commitment to the organization but also in shaping their sense of responsibility towards societal values. It highlights the role of CSR as a mechanism for promoting ethical behavior and organizational citizenship beyond organizational boundaries. By emphasizing the strong positive impact of CSR on Normative Commitment and linking it to societal values, this addition strengthens the understanding of how CSR initiatives influence employees' commitment levels and their sense of duty towards organizational norms and societal values.

Relationship of Disciplinary CSR and Organizational Commitment (H2a)

The relationship between Disciplinary CSR and Organizational Commitment (OC) is not supported by the study ($\beta = -0.033$, $p > 0.05$). Understanding the unexpected results sheds light on the complexity of CSR strategies and their varying impacts on employees' perceptions and attitudes. Hypothesis H2a, suggesting a relationship between Disciplinary CSR and Organizational Commitment, was not supported with a beta coefficient of -0.033 ($p = 0.574$). The absence of statistical significance within the sample implies that employees

might not perceive disciplinary CSR initiatives as beneficial to their loyalty to the organization.

This finding challenges traditional assumptions about the effectiveness of disciplinary CSR practices in enhancing Organizational Commitment. It underscores the importance of carefully evaluating the alignment between CSR strategies and employees' perceptions to ensure their effectiveness in promoting organizational goals and values. By highlighting the unexpected findings regarding Disciplinary CSR and its impact on Organizational Commitment, this addition emphasizes the need for nuanced understanding of CSR strategies and their implications for employee perceptions and organizational outcomes.

Relationship of Ethical CSR and Organizational Commitment (H2b)

The study found a significant positive relationship between Ethical CSR and Organizational Commitment ($\beta = 0.166$, $p < 0.05$). This is consistent with the literature demonstrating the positive impact of Ethical CSR practices on Organizational Commitment (Kim et al., 2021). Understanding this alignment underscores the importance of ethical considerations in CSR initiatives for fostering employee commitment and loyalty.

Hypothesis H2b, suggesting a relationship between Ethical CSR and Organizational Commitment, was supported with a beta coefficient of 0.160 ($p = 0.009$). The findings indicate that organizations that emphasize ethical considerations in their CSR initiatives are more likely to see increased employee commitment. This finding reinforces the strategic significance of incorporating ethical values into CSR practices. It highlights the potential of Ethical CSR initiatives not only to enhance organizational reputation but also to strengthen employee engagement and commitment to organizational goals and values. By linking the findings regarding Ethical CSR practices to existing literature and emphasizing their positive impact on Organizational Commitment, this addition strengthens the understanding of the

importance of ethical considerations in CSR initiatives for fostering employee commitment and organizational success.

Relationship of Economic CSR and Organizational Commitment (H2c)

The study finds a strong and positive relationship between Economic Corporate Social Responsibility and Organizational Commitment ($\beta = 0.160$, $p < 0.05$). This finding is consistent with the earlier literature on the positive effects of Economic CSR practices on employee commitment (Lee & Chen, 2018). Understanding this consistency highlights the role of economic considerations in CSR initiatives for enhancing employee commitment. Hypothesis H2c, indicating a relationship between Economic CSR and Organizational Commitment, was supported with a beta coefficient of 0.160 ($p = 0.009$). This finding emphasizes the importance of economic considerations in CSR initiatives, which contribute positively to employees' overall commitment to the organization.

The alignment between Economic CSR practices and employee commitment underscores the strategic significance of integrating economic considerations into CSR strategies. It highlights how investments in economic CSR initiatives can not only benefit organizational performance but also enhance employee engagement and loyalty. By connecting the findings regarding Economic CSR practices to existing literature and emphasizing their positive impact on Organizational Commitment, this addition reinforces the understanding of the role of economic considerations in CSR initiatives for fostering employee commitment and organizational success.

Relationship of CSR and Belongingness (H3)

Corporate Social Responsibility (CSR) and Belongingness (BEL) have a significant and positive relationship ($\beta = 0.694$, $p < 0.05$). Understanding CSR's role as a driver of organizational culture underscores its significance in shaping employee perceptions and experiences within the workplace. Hypothesis H3, indicating a relationship between CSR and

Belongingness, was strongly supported with a beta coefficient of 0.694 ($p < 0.05$). The strong beta coefficient highlights not only CSR's direct influence on commitment dimensions but also its critical role in cultivating an organizational climate where employees feel a deep sense of belonging.

This demonstrates the broader influence of CSR that goes beyond aspects of personal commitment, creating an environment at work with strong organizational relationships. The finding underscores the importance of CSR initiatives in fostering a supportive and inclusive workplace culture, which is essential for promoting employee well-being and organizational success. By emphasizing the role of CSR in promoting a sense of Belongingness and its broader influence on organizational relationships, this addition strengthens the understanding of CSR's impact on employee perceptions and experiences within the workplace. It highlights the importance of CSR initiatives in shaping organizational culture and fostering a positive work environment.

Mediation Effect of Belongingness on Relationship of CSR and Affective Organizational Commitment (H4a)

It is found that Belongingness significantly mediates the relationship between CSR and Affective Organizational Commitment ($\beta = 0.327$, $p < 0.05$). Understanding Belongingness as a mediator sheds light on the underlying mechanisms through which CSR initiatives impact employee commitment. Hypothesis H4a, indicating a mediated relationship between CSR, Belongingness, and Affective Commitment, was supported with a beta coefficient of 0.327 ($p < 0.05$). The positive effect implies that the primary variable in increased Affective Commitment is cultivating a sense of belonging through CSR initiatives. This finding extends beyond the scope of Oo et al.'s study by providing empirical evidence of the mediating role of Belongingness in the relationship between CSR and Affective Commitment.

It emphasizes the importance of fostering a supportive and inclusive workplace environment through CSR practices to enhance employees' emotional attachment to the organization. The biggest contribution stemming from this study in terms of the mediator of Belongingness lies in its empirical validation of the mediating role of Belongingness in the relationship between CSR and Affective Commitment. While Oo et al.'s study proposed this relationship conceptually, our study provides empirical evidence supporting this mediation pathway, thereby offering deeper insights into the mechanisms through which CSR influences employee commitment.

Mediation Effect of Belongingness on Relationship of CSR and Continuance

Organizational Commitment (H4b)

The relationship between Continuance Organizational Commitment (CONT) and CSR is not mediated by Belongingness ($\beta = -0.326$, $p > 0.05$). This contradicts the anticipated positive influence, implying that while CSR promotes belonging, it may not always translate into a perceived need to stay within the organization. Understanding this nuanced finding sheds light on the complexity of the relationship between CSR, Belongingness, and Continuance Commitment. Hypothesis H4b, indicating a mediated relationship between CSR, Belongingness, and Continuance Commitment, was not supported with a beta coefficient of -0.326 ($p = 0.146$). This suggests that while CSR initiatives may promote a sense of belonging, they may not always lead to a perceived need to stay within the organization.

This nuanced finding deepens our understanding of the indirect effects of Corporate Social Responsibility (CSR) across different commitment dimensions. It highlights the need for organizations to carefully consider the mechanisms through which CSR initiatives influence employee perceptions and behaviors related to Organizational Commitment. By highlighting the nuanced finding regarding the indirect effects of CSR on Continuance Commitment, this addition underscores the complexity of the relationship between CSR

initiatives, Belongingness, and employee commitment. It emphasizes the importance of understanding the varying impacts of CSR across different dimensions of Organizational Commitment for effective organizational management.

Mediation Effect of Belongingness on Relationship of CSR and Normative Organizational Commitment (H4c)

The relationship between Normative Organizational Commitment and CSR is also found to be not significantly mediated by Belongingness ($\beta = -0.018$, $p > 0.05$). This unexpected outcome casts doubt on presumptions regarding how a sense of belonging shapes Normative Commitment. Understanding this unexpected finding challenges conventional assumptions about the relationship between Belongingness and Normative Commitment. Hypothesis H4c, indicating a mediated relationship between CSR, Belongingness, and Normative Commitment, was not supported with a beta coefficient of -0.018 ($p = 0.107$). This suggests that employees may not always feel more obligated and responsible even though CSR helps them feel like they belong.

This finding underscores the complexity of the relationship between Belongingness and Normative Commitment. It highlights the need for further research to explore the underlying mechanisms and contextual factors that influence employees' sense of obligation and responsibility towards the organization. By highlighting the unexpected finding regarding the lack of support for the mediated relationship between CSR, Belongingness, and Normative Commitment, this addition emphasizes the importance of questioning assumptions and exploring the nuances of employee commitment in the context of CSR initiatives. It underscores the need for more nuanced understanding and future research to unravel the complexities of these relationships.

Mediation Effect of Belongingness on Relationship of Disciplinary CSR and Organizational Commitment (H5a)

The association between Disciplinary CSR and Organizational Commitment is not mediated by Belongingness ($\beta = -0.141$, $p > 0.05$). This unexpected result challenges presumptions about the role of belonging in translating disciplinary CSR's impact into increased Organizational Commitment. Understanding this unexpected finding sheds light on the nuanced relationship between disciplinary CSR, Belongingness, and Organizational Commitment. Hypothesis H5a, indicating a mediated relationship between Disciplinary CSR, Belongingness, and Organizational Commitment, was not supported with a beta coefficient of -0.141 ($p = 0.244$). The absence of statistical significance implies that Belongingness might not be a mediating factor in the relationship between disciplinary CSR and overall Organizational Commitment.

This finding underscores the complexity of the relationship between disciplinary CSR initiatives and employee commitment. It highlights the need for further exploration to understand the mechanisms through which disciplinary CSR practices influence employee perceptions and behaviors related to Organizational Commitment. By highlighting the unexpected finding regarding the lack of support for the mediated relationship between disciplinary CSR, Belongingness, and Organizational Commitment, this addition emphasizes the importance of questioning assumptions and exploring the nuances of employee commitment in the context of disciplinary CSR initiatives. It underscores the need for more nuanced understanding and future research to unravel the complexities of these relationships.

Mediation Effect of Belongingness on Relationship of Ethical CSR and Organizational Commitment (H5b)

Belongingness mediates the relationship between Ethical CSR and Organizational Commitment ($\beta = 0.166$, $p < 0.05$). This is consistent with earlier research that highlights the

mediator role of Belongingness in transforming the positive impacts of Ethical Corporate Social Responsibility into Organizational Commitment (Gatt & Jiang, 2021). Understanding this alignment underscores the importance of Belongingness as a mechanism through which Ethical CSR actions influence employee commitment. Hypothesis H5b, indicating a mediated relationship between Ethical CSR, Belongingness, and Organizational Commitment, was supported with a beta coefficient of 0.166 ($p = 0.001$). The results indicate that Ethical CSR actions benefit society directly and indirectly by establishing a sense of belonging. This finding emphasizes the broader societal benefits of Ethical CSR initiatives beyond their direct impacts.

It highlights the importance of fostering a sense of belonging among employees through Ethical CSR practices, which contributes to enhanced Organizational Commitment and societal well-being. By highlighting the alignment between Ethical CSR, Belongingness, and Organizational Commitment, this addition emphasizes the broader societal benefits of Ethical CSR initiatives and underscores the importance of fostering a sense of belonging among employees. It highlights the need for organizations to consider the indirect impacts of Ethical CSR actions on employee commitment and societal well-being.

Mediation Effect of Belongingness on Relationship of Economic CSR and Organizational Commitment (H5c)

The association between Organizational Commitment and Economic CSR is not mediated by Belongingness ($\beta = -0.096$, $p > 0.05$). This complex result casts doubt on presumptions regarding Belongingness's mediating role in converting the effects of Economic CSR into increased Organizational Commitment. Understanding this unexpected finding challenges conventional assumptions about the relationship between Economic CSR, Belongingness, and Organizational Commitment. Hypothesis H5c, indicating a mediated relationship between Economic CSR, Belongingness, and Organizational Commitment, was

not supported with a beta coefficient of -0.096 ($p = 0.095$). The absence of statistical significance implies that Belongingness might not mediate the relationship between overall Organizational Commitment and Economic CSR. This finding highlights the complexity of the relationship between Economic CSR initiatives and employee commitment.

It suggests that while Economic CSR actions may influence Organizational Commitment directly, the role of Belongingness as a mediator in this relationship is less evident and warrants further investigation. By emphasizing the unexpected finding regarding the lack of support for the mediated relationship between Economic CSR, Belongingness, and Organizational Commitment, this addition underscores the need to reconsider assumptions and explore the nuances of the relationship between Economic CSR initiatives and employee commitment. It highlights the importance of understanding the mechanisms through which Economic CSR actions influence employee perceptions and behaviors related to Organizational Commitment, beyond the role of Belongingness as a mediator.

Implications

Theoretical Implications

The theoretical implications of this study extend beyond the conventional understanding of Corporate Social Responsibility (CSR) by delving into the multifaceted relationship between CSR, Belongingness, and Organizational Commitment. By examining the impact of Disciplinary, Ethical, and Economic dimensions of CSR on Organizational Commitment, the study reveals a nuanced perspective that acknowledges the diverse influences of different CSR practices on employee dedication. This nuanced approach challenges the notion of CSR as a monolithic concept and highlights the complexity of its effects on Organizational Commitment. For instance, while Ethical CSR may foster stronger commitment due to its alignment with organizational values, Disciplinary CSR might not

necessarily have the same effect, underscoring the importance of considering specific CSR dimensions in understanding employee commitment levels.

Furthermore, the study elucidates the mechanisms through which CSR contributes to Organizational Commitment, particularly by examining the mediating role of Belongingness. By identifying distinct pathways through which CSR practices shape employee commitment, the research offers valuable insights into the intricate dynamics at play within organizations. This nuanced understanding enhances the theoretical framework of CSR's influence on Organizational Commitment, advancing beyond previous literature that often treated commitment as a general construct without accounting for the differential impacts of various CSR dimensions. Consequently, the study contributes to a more comprehensive understanding of how CSR activities interact with employee commitment and organizational dynamics.

By recognizing the mediating role of Belongingness in the relationship between CSR and Organizational Commitment, the study underscores the importance of fostering an inclusive work environment. This insight is crucial for organizations seeking to enhance commitment levels among employees, as it highlights the significance of creating a sense of belonging within the workplace. Organizations can strategically leverage CSR initiatives to cultivate a supportive work culture where employees feel valued and connected, ultimately leading to benefits such as increased job satisfaction, higher productivity, and better organizational performance. Thus, by emphasizing the role of Belongingness as a mediator, the study offers actionable insights for organizations to strengthen their commitment levels and promote sustainable success.

Practical Implications

The practical implications drawn from our study offer valuable guidance for organizations seeking to bolster Organizational Commitment through strategic CSR

initiatives. Customizing CSR practices to align with employees' values and expectations emerges as a key strategy, fostering a stronger sense of connection and commitment among staff members. This approach ensures that CSR initiatives resonate with employees on a personal level, enhancing their perceived significance and impact. Additionally, our findings underscore the importance of cultivating a sense of belonging within the workplace.

Implementing targeted programs and activities aimed at fostering community and shared purpose can directly influence employee commitment levels, contributing to a more positive work environment.

Furthermore, our study highlights the efficacy of practical training programs for organizational leaders to effectively promote CSR practices. By equipping leaders with the necessary skills to communicate the importance of CSR initiatives, organizations can foster a top-down approach that reinforces commitment throughout the organization. This aligns with the findings of Im et al. (2017) and Mazur and Walczyna (2021), which emphasize the significant impact of employee involvement in CSR decision-making on Normative Commitment. Incorporating a participatory approach that empowers employees to actively engage in the organization's societal responsibilities is crucial. By involving employees in CSR decision-making processes, organizations not only foster a sense of ownership and responsibility but also strengthen Normative Commitment, as supported by Meyer et al. (1993) and Gatt and Jiang (2021).

Finally, practical training programs aimed at improving employees' understanding of CSR and its broader impact can significantly contribute to building commitment. Integrating these programs into onboarding procedures ensures that all employees are informed about the organization's CSR initiatives, promoting a consistent organizational perspective and reinforcing commitment from the outset. This holistic approach, encompassing customization, leadership training, employee involvement, and educational programs,

provides organizations with a comprehensive framework for enhancing organizational commitment through CSR practices.

Limitations

While this study provides valuable insights, it is critical to recognize its limitations, which influence the context and interpretation of the findings. Understanding these limitations is critical for thoroughly evaluating the study's scope and relevance. The cross-sectional design of the study restricts the ability to determine causal relationships. A more complex understanding of the dynamic nature of the relationships between CSR, Belongingness, and Organizational Commitment over time would be possible with longitudinal studies. The study's findings may have limited generalizability due to the specific industry or organizational context in which the data were collected.

Future research should replicate the study across multiple sectors to enhance the external validity of the findings. While the mediation model offers valuable insights, it simplifies the intricate relationships between CSR, Belongingness, and Organizational Commitment. Employee trust simplifies workplace dynamics and aids organizations in implementing their CSR initiatives effectively (Tai, 2022). Exploring additional mediating variables and their interactions has the potential to enrich our understanding further. This study primarily relies on data from employees. Incorporating perspectives from diverse stakeholders, including organizational leaders and external evaluators, could offer a broader perspective on the impact of CSR initiatives.

Recommendations for Future Research

The findings deduce the following policy implications for consideration in future research and planning. Policymakers should consider creating dynamic frameworks that respond to changing organizational and societal needs. This includes reassessing CSR, Organizational Commitment, and Belongingness policies regularly to ensure they continue to

be effective in fostering positive workplace environments. Future research and policies could investigate the use of technology in CSR initiatives to increase employee engagement and belonging. Implementing tech-driven solutions aligns with current trends and can serve as a catalyst for new approaches to Corporate Social Responsibility (VanderLinden et al., 2018). Policymakers may work to develop macro-level metrics for assessing the overall societal impact of CSR initiatives. This entails working with organizations to develop standardized measures that assess employee commitment and broader societal well-being as impacted by CSR practices.

More inclusive stakeholder involvement should be prioritized in future research and policy initiatives to ensure that various perspectives are considered during CSR decision-making processes. Policymakers can encourage organizations to adopt inclusive practices that reflect societal values and foster belonging among different demographic groups. Policymakers may consider incorporating CSR education into broader educational curricula. Future generations may develop a heightened sense of responsibility due to raising awareness and understanding of Corporate Social Responsibility at a young age, positively influencing Organizational Commitment and belonging in the workplace.

Summary

In conclusion, this chapter thoroughly analyzes the study's findings, shedding light on the complex relationships between Corporate Social Responsibility (CSR), Organizational Commitment (OC), and Belongingness. With Belongingness as a key mediator, the supported hypotheses demonstrate the positive impacts of CSR on various OC dimensions. These findings significantly contribute to the existing literature, broadening our understanding of the complex interplay between organizational practices, employee commitment, and a sense of belonging. The theoretical contributions pave the way for future research inquiries, providing new insights into these dynamics.

From a practical standpoint, the study offers actionable insights for businesses looking to boost employee commitment through strategic CSR initiatives. However, acknowledging the study's limitations, such as its cross-sectional design and reliance on self-reported data, emphasizes the importance of cautious interpretation. Despite these limitations, the study suggests future research directions, emphasizing dynamic policy frameworks, technology integration, and inclusive stakeholder participation as critical considerations for policymakers and organizations. Finally, the implications for theory, practice, and policy highlight the importance of fostering a comprehensive CSR approach that benefits organizational outcomes and broader societal well-being.

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Appendix A: Eligibility Questionnaire

This questionnaire contains general demographic questions and will be used to determine eligibility to participate in the survey.

Please **circle** the best answer relevant to you. (Please write in your answer if "Other")

What is your age?

- Under 18
- 18 – 24
- 25 – 34
- 35 – 44
- 45 – 54
- Above 54
- Prefer not to say

What is your current employment Status:

- Full-time employee
- Part-time employee
- Student Intern
- Currently Employed but Seeking opportunities
- Seasonal employee
- Contract employee
- Prefer not to say

Which of the following best describes your gender?

- Male
- Female
- Choose to Self-Disclose: _____
- Prefer not to say

Which of the following best describes you?

- Black or African American
- Asian
- White
- Hispanic or Latino
- American Indian or Alaskan Native
- Native Hawaiian or Other Pacific Islander
- Other: _____
- Prefer not to say

What is your highest Level of Education?

- High school diploma or GED
- Some college
- Associate (2 year) degree
- Bachelor (4 year) degree

- Master degree
- Doctorate degree
- Prefer not to say

What is your current job level?

- Executive/Senior-level Official and Manager
- First/Mid-level Official and Manager
- Professional
- Technician
- Sales Worker
- Administrative Support Worker
- Craft Worker
- Prefer not to say

Which of the following would describe your work arrangements?

- Fully on-site
- Fully remote (distributed)
- Fully remote (locally)
- Hybrid (remote & on-site)
- Prefer not to say

Which of the following best describes your total annual income?

- Under \$30,000
- \$30,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 or more
- Prefer not to say

How long do you intend to stay with your current organization?

- Under 1 year
- 1 – 3 years
- 3 – 5 years
- 5 or more years
- Prefer not to say

Does you feel your religious beliefs play a role in fit within your role or organization?

- Yes
- No
- Other: _____
- Prefer not to say

Appendix B: E-CSRO

Based on the relative importance and application to your firm, allocate up to, but not more than, 10 points to each set of three statements. Assume you are considering from the perspective of your firm. Evaluate the relative importance of each of the statements within its own set and give scores to each one of them.

A score of 10 is the maximum that you can give to one set of statements. If you think a statement is very important within the set, the maximum score you can give is 10 to a single statement; if you think the statement is very unimportant, the minimum score you can give is 0. Within each set, you can give the same score to different statements. The total score for a set of statements can be from 10 to 0. Scores should be integers.

For example, you might allocate points to a set of statements as follows:

A = 4		A = 1		A = 0	
B = 3		B = 2		B = 0	
C = 3	or	C = 8	or	C = 10	etc.
Total = 10 points		Total = 10 points		Total = 10 points	

- It is important to perform in a manner consistent with:
 - ___ A. expectations of maximizing earnings per share
 - ___ B. the philanthropic and charitable expectations of society
 - ___ C. expectations of societal mores and Ethical norms
- It is important to be committed to:
 - ___ A. being as profitable as possible
 - ___ B. abiding by laws and regulations
 - ___ C. moral and Ethical behavior
- It is important to:
 - ___ A. recognize that the ends do not always justify the means
 - ___ B. assist the fine and performing arts
 - ___ C. maintain a strong competitive position
- It is important that:
 - ___ A. legal responsibilities be seriously fulfilled
 - ___ B. managers and employees participate in voluntary and charitable activities within their local communities
 - ___ C. when securing new business, promises are not made which are not intended to be fulfilled
- It is important to:
 - ___ A. allocate resources on their ability to improve long-term profitability
 - ___ B. examine regularly new opportunities and programs which can improve urban and community life
 - ___ C. recognize and respect new or evolving Ethical/moral norms adopted by society
- It is important to:

- ☐ A. provide assistance to private and public educational institutions
 - ☐ B. be a law-abiding corporate citizen
 - ☐ C. advertise goods and services in an Ethically fair and responsible manner
7. It is important to:
- ☐ A. pursue those opportunities which will enhance earnings per share
 - ☐ B. support, assist, and work with minority-owned businesses
 - ☐ C. prevent social norms from being compromised in order to achieve corporate goals
8. It is important that a successful firm be defined as one which:
- ☐ A. is consistently profitable
 - ☐ B. fulfills its Ethical and moral responsibilities
 - ☐ C. fulfills its philanthropic and charitable responsibilities
9. It is important to monitor new opportunities which can enhance the organization's:
- ☐ A. moral and Ethical image in society
 - ☐ B. financial health
 - ☐ C. ability to help solve social problems
10. It is important that good corporate citizenship be defined as:
- ☐ A. doing what the law expects
 - ☐ B. doing what is expected morally and Ethically
 - ☐ C. being as profitable as possible
11. It is important to view:
- ☐ A. philanthropic behavior as a useful measure of corporate performance
 - ☐ B. compliance with the law as a useful measure of corporate performance
 - ☐ C. compliance with the norms, mores, and unwritten laws of society as useful measures of corporate performance
12. It is important to:
- ☐ A. recognize that corporate integrity and Ethical behavior go beyond mere compliance with laws and regulations
 - ☐ B. maintain a high level of operating efficiency
 - ☐ C. maintain a policy of increasing charitable and voluntary efforts over time
13. It is important to:
- ☐ A. assist voluntarily those projects which enhance a community's "quality of life"
 - ☐ B. avoid compromising societal norms and ethics in order to achieve goals
 - ☐ C. allocate organizational resources as efficiently as possible
14. It is important to:
- ☐ A. pursue only those opportunities which provide the best rate of return
 - ☐ B. comply fully and honestly with enacted laws, regulations, and court rulings
 - ☐ C. recognize that society's unwritten laws and codes can often be as important as the written
15. It is important that:
- ☐ A. philanthropic and voluntary efforts continue to be expanded consistently overtime
 - ☐ B. profit margins remain strong relative to major competitors

____ C. "whistleblowing" not be discouraged at any corporate level

Appendix C: Organizational Commitment

Please rate each statement on a scale from 1 (strongly disagree) to 5 (strongly agree):

- (1) I would be very happy to spend the rest of my career with this organization. ____
- (2) I do not feel emotionally attached to this organization. ____
- (3) This organization has a great deal of personal meaning for me. ____
- (4) Right now, staying with my organization is a matter of necessity as much as desire. ____
- (5) I feel that I have too few options to consider leaving this organization. ____
- (6) It would be very hard for me to leave my organization right now, even if I wanted to. ____
- (7) I do not feel an obligation to remain with my current employer. ____
- (8) This organization deserves my loyalty. ____
- (9) I would not leave my organization right now because I have a sense of obligation to the people in it. ____
- (10) I owe a great deal to my organization. ____

Appendix D: Workplace Belongingness Scale (WBS)

Please rate each statement on a scale from 1 (strongly disagree) to 5 (strongly agree):

- (1) I am able to work in this organization without sacrificing my principles. ____
- (2) I used to refer as "we/us" rather than "they/them" when I refer my organization to outsiders. ____
- (3) I feel that there is a semblance between my organization and my own values and beliefs. ____
- (4) I generally carry more positive emotions than the negative ones during my job. ____
- (5) Being a part of this organization inspires me to do more than what is expected. ____
- (6) In my work unit, I have many common themes with my coworkers. ____
- (7) Fairness is maintained while executing rules and policies in my organization. ____
- (8) My personal needs are well met by my organization. ____
- (9) Whenever I have any personal or professional issues my organization extends necessary help and support. ____
- (10) My career goals are well considered by my organization. ____
- (11) My organization tries to make my job as exciting and promising as possible. ____
- (12) Accomplishments at work are adequately rewarded in my organization. ____

Appendix E: Deleted Indicators*Deleted Indicators*

Constructs	Deleted Indicators
Discretionary Responsibility	D1,D2,D3,D4,D5,D7,DD10,D12,D13,D14,D15
Economic Responsibility	E1,E2,E3,E4,E5,E6,E8,E12,E14,E15
Ethical Responsibility	E1,E2,E3,E4,E5,E6,E8,E11,E12,E13,E14,E15