RESEARCH ARTICLE

Corporate Social Responsibility and Work Engagement: Mediating Roles of Compassion and Psychological Ownership

Muhammad Ali[1], Talat Islam[1*], Khalid Mahmood[1], Fouzia Hadi Ali[1] and Basharat Raza[2]
[1]University of the Punjab, Lahore, Pakistan
[2]National College of Business Administration and Economics, Lahore, Pakistan
*talatislam@yahoo.com

Abstract: Employee work engagement has become a great challenge for today's HR managers globally as hardly 13% of employees are engaged in their work. Therefore, this study investigates the mechanism between corporate social responsibility (CSR) and employee work engagement considering compassion at work and psychological ownership as mediators. We collected data from 251 employees working in the life insurance company using a self-administered questionnaire through convenience sampling. We applied structural equation modeling using AMOS version 24 to test the hypotheses. The results reveal a significant direct association between CSR and employee work engagement. Further, compassion at work and psychological ownership were found to partially mediate the association between CSR and employee work engagement. Our study highlights the significance of CSR to increase employee work engagement by experiencing compassion at work and psychological ownership. This research contributes to the existing literature on CSR and micro organizational behavior literature from the social identity perspective. Furthermore, to the best of our knowledge, compassion at work and psychological ownership have not been examined as mediators between CSR and employee work engagement.

Keywords: corporate social responsibility, compassion at work, psychological ownership, employee work engagement

Corporate social responsibility (CSR) impact overall sustainability by contributing economic management, social management, and environmental management (Cazeri et al., 2018). More specifically, organizations express their commitment to society in the form of CSR by exhibiting positive attitudes and acts either locally or globally (Ashley, 2005). This is because businesses have moral responsibilities (beyond what is imposed by law) to care for overall sustainability. Sustainability refers to the "avoidance of the depletion of natural resources in order to maintain an ecological balance" (Dahlsrud, 2008). Such actions protect and develop a society which sparks the concept of CSR.

The concept of CSR has largely been studied from an organizational perspective. For example, how it may affect organizational financial performance, that is, supply-chain risks (Abner & Ferrer, 2019; Lee &

Park, 2009), or how it may impact the organization's customers, that is, customer satisfaction and loyalty (Lee et al., 2012; Puriwat & Tripopsakul, 2018). However, literature is scant about how CSR impacts organizational employees' job-related outcomes (Islam et al., 2016). It has become important to consider employees because they are the real assets for the organizations and are a source of competitive advantage. In this perspective, Boulouta and Pitelis (2014) suggested that businesses must include CSR as a strategy because the integration of the organization's business strategy as CSR contributes towards overall organizational effectiveness.

Empirical studies examining the effect of CSR on employees' job-related outcomes suggested job performance (Shin et al., 2016), personal initiative, job satisfaction, voice and helping behavior (Ali et al., 2020; Raub & Blunschi, 2014), organizational identification, and pro-environmental behavior (Cheema et al., 2020) as its positive consequences. Amongst these, work engagement remained a neglected variable that further needs to shed light (Farrukh et al., 2020; Lu et al., 2020). Employees' work engagement has become a worldwide issue for managers worldwide (Islam & Tariq, 2018). A global survey on employee work engagement has revealed that only 13% of employees are actively engaged with their work (Gallup, 2013). This means that almost 87% of the employees are not enthusiastically engaged in their routine tasks. Lim (2002) found that employees usually waste two hours per day talking with co-workers and internet surfing other than scheduled lunch breaks, which accumulate a loss of $400-450bn per annum (Gallup, 2013). Boye and Slora (1993) also revealed that above 60% of employees admitted to time theft, which costs US$177 billion annually to United States companies (McGee & Fillon, 1995). Similarly, employees spend a significant portion of the day at the workplace but staying disengaged with the work can reduce their productivity, which may negatively affect the employee's well-being and ultimately resulting in a social problem (Rupp et al., 2018).

Literature has suggested that organizations providing a learning culture, leadership, and support may engage their employees in work. However, the same is not working for the organizations; therefore, this study suggests that CSRs may help employees engage in their work. In addition, considering the future calls of Wang et al. (2015) and Chaudhary

(2019), there is a need to study mediating variables that explain the association between CSR and employee work engagement. This study considers compassion and psychological ownership as mediating variables. Chaudhary (2019) identified psychological availability, safety and mindfulness, whereas Lu et al. (2020) identified organizational justice and job satisfaction as mediating variables between CSR and work engagement.

This study extends previous studies to answer when and why CSR fosters employee work engagement (Glavas, 2016). In this regard, Chaudhry (2019) suggested that various mediating variables can explain the association between CSR and employee work engagement. More specifically, Farrukh et al. (2020) suggested that future researchers examine the explanatory role of psychological ownership and compassion between CSR and employee work engagement, specifically in the context of developing economies (e.g., Pakistan). Therefore, this study investigates psychological ownership and compassion as explanatory variables through which CSR activities can increase employees' work engagement.

The mediating mechanism can further be supported with social identity theory (SIT; Tajfel, 1974, 1975) that the favorable assessment of an organization is associated with positive employees' work attitudes (e.g., Maignan & Ferrell, 2001). For instance, Shin et al. (2016) argued that CSR could affect employees' adoption of socially responsible behavior within organizations (i.e., compassion at work and psychological ownership). Compassion at work is noticing the pain of organizational members, empathizing with their pain, and acting to display warmth, affection, and kindness to alleviate that pain (Dutton et al., 2010. Whereas, psychological ownership is the feelings of possession among employees for their organization (e.g., "This is my organization"; Pierce et al., 1991). Applying SIT, when employees identify that their organization owns the society and feels the pain for its betterment, they responds with compassion and psychological ownership and perform their work enthusiastically (i.e., work engagement).

This study contributes to the existing literature in four ways. First, we investigated the association of perceived CSR with employee work engagement, which allows us to unfold CSR's significance to increase employee work engagement in the workplace

as employees are the key internal stakeholders of the organization. Second, the research on CSR perception and psychological ownership is scarce; we introduce psychological ownership as a potential employee-level CSR outcome in the existing literature. Third, drawing on social identity theory, we suggest compassion at work and psychological ownership as mediators explaining the linkage between CSR and work engagement (see Figure 1). Therefore, we contribute to the existing literature by developing and testing this unique perspective. Fourth, this study aims to increase the generalizability of current findings on CSR and employee work engagement relationship by using a diverse sample from a developing economy of South Asia.

Literature Review and Hypotheses Development

Corporate Social Responsibility (CSR)

CSR's concept remained a researchers' choice for a decade and is defined in almost 37 different ways (Dahlsrud, 2008), which indicates that CSR has not yet any single definition despite diverse literature (Glavas & Kelley, 2014). For instance, according to Turker (2009a), CSR is a "corporate behaviors that aim to affect stakeholders positively and that go beyond its economic interests" (p. 189. According to Sarkar and Searcy (2016, p. 1433), "CSR implies that firms must foremost assume their core economic responsibility and voluntarily go beyond legal minimums so that they are ethical in all of their activities and that they take into account the impact of their actions on stakeholders in society, while simultaneously contributing to global sustainability." Farid et al. (2019) viewed CSR from different perspectives as "context-specific organizational action and policy that takes into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (p.3). The definitions, as mentioned above, have identified CSR as a multidimensional construct that considers various stakeholders. Thus, this study followed the stakeholder approach by considering government, employees, customers, and social stakeholders such as the natural environment, future generations, non-governmental organizations, and society to cover the holistic view of CSR as suggested by Turker (2009b).

CSR has implications for the psychological and behavioral outcomes of the employees (Baldo, 2013). Employees usually participate in day-to-day activities related to CSR, observe the results, and develop their perception regarding the entire organizational CSR approach. The role of employees is vital to define the extent to which organizations are socially liable. Aguinis and Glavas (2012) noted that employees should be involved in participating and facilitating the CSR programs to allow the organization to execute the CSR events as primary stakeholders successfully. Likewise, if employees might get aware of these CSR activities, their perception of CSR might directly and strongly influence their reaction toward CSR initiatives (Gangone & Gănescu, 2014). Findings of existing research have revealed that organizational attractiveness is also increased through favorable evaluation of CSR initiatives by the employees (Tsai et al., 2014).

Employee Work Engagement

Employee work engagement is defined as "harnessing of the organization members' selves to their work roles; in engagement people employ and express themselves physically cognitively and emotionally during role performances" (Kahn, 1990, p. 694). According to Mone et al. (2018, p. 4), employee work engagement is "the condition of an employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in his work behavior." Organizations need to develop the relationship between employer and employee through various factors that boost employee work engagement, such as working environment, bonuses, adequate work-life balance, job satisfaction, appraisal, successful communication, and career progression, to improve employee work engagement (Robinson, 2010). This study used employee work engagement as a measure of employee attitude, which influences the different valued outcomes in the organizations, such as enhanced economic performance (Galant & Cadez, 2017), increased job satisfaction, reduced turnover intentions (Lu et al., 2016), enhanced affective commitment (Nazir & Islam, 2017), and improved job performance (Ismail et al., 2019).

However, the current study adopted Kahn's (1990) definition of employee work engagement because numerous features like the cognitive, physical, and emotional aspects provide an accurate description of

employee work engagement. If employees are well engaged, then they contribute to the company's growth and perform their job excellently by understanding the company's values and goals.

CSR and Employee Work Engagement

Organizations are facing a challenge to retain and engage talented employees (Keller & Meaney, 2017). Existing studies have found more job satisfaction amongst the employees working in companies that fulfill their ethical and social responsibilities (Glavas & Kelley, 2014). In contrast, studies have also reported disillusionment, hopelessness, and frustration among employees due to unethical organizational behavior (Andersson, 1996). The ethical temperament of an organization can be signified through involvement in CSR, which reflects the trustworthiness of that organization (Hansen et al., 2011). The significance of stakeholders for an organization is signaled to the employees through organizational involvement in CSR (Rupp et al., 2018). Drawing on the SIT, employees' higher-order needs such as meaningful existence and belongingness can be presumably satisfied through CSR by caring for the external stakeholders, that is, customers, environment, government and society, and internal stakeholders, including employees (Rupp et al., 2006). Therefore, as an additional engagement source, CSR increases the experienced meaningfulness among employees when their morality and relational needs are catered through CSR (Aguinis & Glavas, 2019). CSR can be used as a tactic to motivate employees toward a greater purpose (Rosso et al., 2010). Similarly, a consciousness of organizational identity is increased, and their self-concept is improved among employees when they know that they serve a greater purpose (Grant et al., 2008).

Employee work engagement might increase when the organization's CSR practices resonate with their feeling of accountability for personal actions (Afsar et al., 2020). This CSR- employee work engagement linkage might be explained through the lens of social learning theory (Bandura, 1977). It is argued that role models enhance the learning of norms and behavioral expectations. Employees tend to show intentions to be involved in actions that can make life better for everyone and feel responsible. When organizations act as global citizens and role models, they take various CSR initiatives to improve society's environment and uplift. The employees will follow the behaviors

of leaders and management in their actions in the organizations, where socially responsible actions are emphasized, valued, and regarded as normative standards of conduct, and hence become more engaged. Employees' positive attitudes heighten when an organization displays genuine concerns for the environment and society. This may result in increased engagement levels due to enhanced employees' purpose at work and a sense of meaningfulness (Klimkiewicz & Oltra, 2017).

Engaged employees exert effort to achieve the organization's mission, goals, objectives, and good corporate reputation because they are enthusiastic, energetic, and fully absorbed in work (Harter et al., 2002). The perception of CSR programs and actions of an organization for taking care of the society and planet result in strong identification of employees with the organization. The employees may engage in behaviors aligned with the organizational goals due to increased intrinsic motivation through this perception of pride, prestige, and value (Klimkiewicz & Oltra, 2017). They bring their true selves to increase organizational effectiveness because they want to maintain this reputation and image. Hence, employees are likely to display greater engagement and bring more energy when they perceive organizational involvement in CSR initiatives as favorable (Afsar et al., 2020).

The studies investigating the association between CSR and employee work engagement are still at the early stages, particularly in developing economies such as Pakistan. Self-determination theory influenced the intrinsic motivation of engagement and was confirmed as a predictor of employee work engagement (Wang et al., 2017). Contrarily, a study on Portugal's private-sector employees revealed that the dimensions of employee work engagement were insignificantly predicted by the external and internal CSR (Ferreira & de Oliveira, 2014). The previous studies have also found a positive association of CSR with employees' attitudes similar to employee work engagement, such as job satisfaction (Duarte et al., 2019; Singhapakdi et al., 2019) and organizational commitment (Rodrigo et al., 2019), which provide additional support for an association of CSR with employee work engagement. Accordingly, we hypothesized that:

H1: CSR has a positive and significant influence on employee work engagement.

3

The Mediating Role of Compassion at Work

Compassion has a long association with sociology, medicine, and religion. Still, organizational psychologists have recently paid attention to compassion from the organizational context in the micro-OB literature, whereas macro-OB literature has predominantly discussed CSR for decades (Frost et al., 2006). The role of compassion is pivotal to lessening co-workers' pain in organizational life (Dutton et al., 2002). Researchers have agreed that compassion involves caring for others through behavior and communication and sympathetic awareness of others' pain and sorrow (Moon et al., 2014). Kornfield (2009) defined compassion as "the heart's response to sorrow" (p. 326). According to Kanov et al. (2004), compassion is a relational process that comprises feeling the pain of colleagues, sympathizing with a person suffering from the pain, and eliminating that pain. Moon et al. (2014) also defined "compassion as a response to the suffering of another that involves an individual seeing with the eyes of others, hearing with the ears of others, feeling with the heart of others, and taking action in a way which reveals his or her compassion" (p. 52).

The research has revealed that the organization's actions make sense of the employees, which affects their attitudes and behaviors in the workplace (Cropanzano et al., 2001). The various attitudinal and behavioral responses of employees are evoked by the CSR perception (Rupp et al., 2006). Organizational members have extra favorable identity association with an organization, which positively evaluates their organization because of CSR based on the social identity perspective, which develops intrinsic motivation among members to increase their involvement in discretionary actions like compassion (Zedeck,, 2011). Based on the social identity theory, intrinsic motivation to develop organizational identity is further triggered by the CSR perception among employees (Ellemers et al., 2004). SIT explains that categorizing individuals into groups, and people cognitively identify others and themselves (Tajfel, 1975). Employees want to become a member of those groups having a positive identity to increase their respected imaginings and are interested in showing their organization's identity (Ellemers et al., 2004). Employees would become a member of the in-group at the expense of the out-group based on social categorization. This identification with their organization results in prosocial behaviors within the organization, such as compassion (Dutton et al., 2010).

The past research has confirmed that employees' work attitudes are affected by their favorable evaluation of the organization based on the social identity theory (Maignan & Ferrell, 2001). Hence, corporate reputation is improved through CSR (Maignan & Ferrell, 2004). Individuals exhibit positive attitudes and behaviors in the workplace, such as compassion, because they feel proud to identify with their organization due to CSR engagement (Dutton et al., 1994). Contrarily, employees become hesitant to identify themselves with the organization and even leave the organization when they perceive an organization as an uncaring place and find non-social support from colleagues (Ellemers et al., 2004). Employees are more likely to become members of the out-group and leave the in-group when members' identity and organizational identity are undermined due to a negative perception of the organization (Tajfel & Turner, 1979). Thus, the tendency to be involved in voluntary behaviors in the workplace will decrease, such as compassion (Meyer & Allen, 1997). Therefore, we expect that CSR perception drives compassion at work among employees.

The previous studies reveal that CSR activities with various employee outcomes such as affective organizational commitment and creativity are mediated by compassion at work (Abdelmotaleb et al., 2018). Moreover, social identity theory (Tajfel, 1974) proposes that a firm's CSR-specific activities lead to increased motivation to maintain a positive corporate social reputation and pride among employees, profoundly influencing their helping and caring behavior (Dutton et al., 2010). This caring and helping behavior (a reflection of compassion), due to its other-oriented nature, leads employees to work together for the sake of collective benefits and hence enhances employee engagement (Nazir & Islam, 2020). Based on the arguments mentioned above, we can hypothesize that:

H2: Compassion at work mediates the positive association between CSR and employee work engagement.

The Mediating Role of Psychological Ownership

As noted by Etzioni (1991), ownership is a "dual creation, part attitude, part object, part in the mind, part real" (p. 466). According to Pierce et al. (2003), legal ownership differs from psychological ownership. For example, psychological ownership is generally featured as a self-derived perception of

the individual, while legal ownership is endorsed by the law and recognized by others. The others do not formally recognize psychological ownership, and it is the individual in which boundaries related to ownership are determined and feelings of ownership are manifested. Psychological ownership "relates to employees' feelings of possession to the organization as a whole; e.g., this is my organization" (Van Dyne & Pierce, 2004, p. 442). The previous studies have found various factors that may increase the psychological ownership of employees. For instance, transformational leadership positively predicts psychological ownership (Avey et al., 2009), which in turn negatively related to their intention to quit (Bernhard & O'Driscoll, 2011), and positively predicted employee job attitudes, including job satisfaction and organizational commitment (Bernhard & O'Driscoll, 2011), and organizational citizenship behaviors (Park et al., 2013). Liu et al. (2012) found participative decision-making as a strong predictor of psychological ownership among employees. Studies have also found that employee participation strongly influences their psychological ownership in profit-sharing schemes or stock ownership (Chi & Han, 2008). Employee autonomy also positively affects psychological ownership, which, in turn, partially mediated the association of psychological ownership with organizational commitment and job satisfaction (Mayhew et al., 2007).

The respective organizations' social standing is vital for the employees to evaluate their self-worth (Aberson et al., 2000). Employees would become more identified with their organizations when they perceive that employing organizations have attractive and distinctive practices, characteristics, attributes, and values in contrast to competitive organizations (Dutton et al., 1994). When organizations enforce the policies and practices that protect stakeholders' interests, it may enhance employees' self-concept and self-esteem (El Akremi et al., 2018). This responsible and distinctive behavior of an organization increases employees' pride, and they also respect and value the fulfillment of the organization's responsibility toward the society in front of other stakeholders. The tendency to become identified with the organization among employees might diminish when organizations do not fulfill their social obligations because nowadays, stakeholders in general and particular in society, are well aware of the environmental and social problems

(Cheema et al., 2020). Studies have also found that when employees believe that their organizations fulfill all their stakeholders' obligations and are genuinely responsible (i.e., CSR), they identify themselves with their organizations (Farooq et al., 2017). Hence, perceiving themselves as members of the socially responsible organization, employees' organizational ownership may be enhanced (Korschun et al., 2014). Therefore, we argue that the perception of CSR increases the psychological ownership of the organization among employees.

Psychological ownership comprises cognitive and affective elements (Pierce & Newstrom, 2003), which satisfice social and genetic human motives (Pierce et al., 2001). Thus, psychological ownership serves belongingness, efficacy, and self-identity needs (Dai et al., 2020) and is mostly seen as encouraging employees towards tasks (Brown et al., 2014). The need for efficacy and belongingness drives the individual from identifying with a group or organization. Collective belongingness enhances the feelings of safety among the individual as a member of the group. Self-efficacy increases employees' self-identity, and the level of uncertainty is also decreased that an individual attributes to oneself due to self-categorization (Ashforth et al., 2008). Hence, employees facilitate the company to attain its value and objectives by engaging in their work. In a most recent study, Dai et al. (2020) noted that psychological ownership positively affects employees' work engagement. However, Sieger et al. (2011) suggested examining the mediating role of psychological ownership. Therefore, drawing upon SIT, we hypothesize.

> H3: Psychological ownership mediates the positive association between CSR and employee work engagement.

Methods

Sample and Procedure

We collected data from the employees working in a large life insurance company located in Lahore, Pakistan. The company consists of 8,000 direct employees and are involved in various CSR initiatives. We visited the regional office of the company and had a meeting with the regional manager. The manager was explained the objectives of the study, and permission
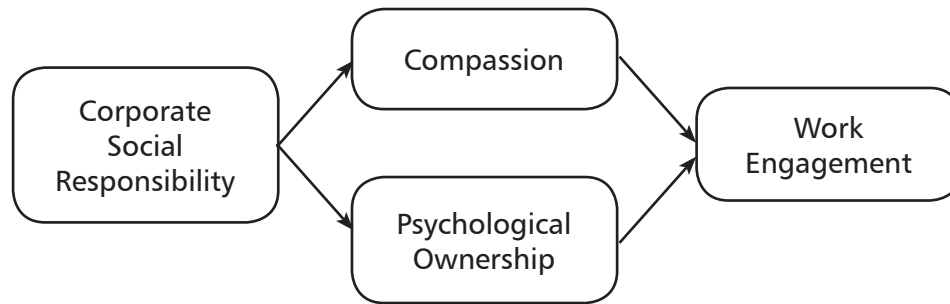
Figure 1. Conceptual Model

was obtained. As we used simple random sampling to select a sample of 480 employees (as we followed the criteria of Jackson (2003) for having 20 responses against each item, i.e., 24*20 = 480), therefore, the regional manager, after contacting with their HR department shared the email IDs of selected 480 employees (these include branch managers, assistant branch managers, team manager, senior relationship officers, and relationship officers).

We approached 480 employees via email, where the link to Google form (i.e., questionnaire) was shared with them. The questionnaire is comprised of three parts. First, a cover letter was shared with the information that "the employees' responses would be kept confidential and would only be used for the research." The second part contains the information regarding demographical variables (e.g., age, gender, qualification, and work experience). The third part of the questionnaire is comprised of 24 questions for CSR, compassion, psychological ownership, and work engagement.

The demographic statistics show that 23% of the participants were female, whereas the rest were males. Moreover, 36% of the participants had ages between 26–30 years, 29% had an age between 31–35 years, 24% had an age between 20–25 years, and 12% of the respondents had an age above 35 years. With respect to qualification, 52.6% of the participants hold a master's degree compared to 31% who possess a bachelor's degree. Only 16.7% of participants hold research-based degrees equivalent to Masters in Philosophy or above. Moreover, 31% of the participants have work experience between 1–3 years, 28% have work

experience above five years, 23% of participants have work experience below one year, and 18% have work experience between 3–5 years.

Measures

Corporate Social Responsibility (CSR)
The perceived CSR was measured using the 6-item scale developed by Turker (2009b) with scales anchors ranging from "1=strongly disagree to 5=strongly agree." A sample item is "This organization contributes to campaigns and projects that promote the well-being of the society." The alpha reliability for this scale was 0.84.

Psychological Ownership
The six-items scale developed by Van Dyne and Pierce (2004) was used to assess psychological ownership. A sample item includes "I feel a very high degree of personal ownership for this organization." The anchors ranged from "1=never to 5=always." The alpha reliability for this scale was 0.91.

Compassion at Work
Lilius et al.'s (2008) 3-item scale was used to measure compassion. A sample item includes "How frequently you experienced compassion on the job?". The anchors ranged from "1=never to 5=always." Alpha reliability for this scale was 0.74.

Employee Work Engagement
Employee work engagement was measured by using Schaufeli et al.'s (2006) 9-items scale on

three subdimensions, namely, vigor, absorption, and dedication. A sample item gauging vigor includes, "At my work, I feel bursting with energy." A sample item assessing dedication includes, "My job inspires me." A sample item assessing absorption includes "I feel happy when I am working intensely." The anchors ranged from "1=never to 5=always". Alpha reliability for this scale was 0.86.

Control Variables

We control employees' demographic characteristics, including gender, age, education, and job experience, because previous studies have shown that these variables might influence our variables (CSR and employee work engagement). Females show more favorable concerns toward CSR than males (Brammer & Millington, 2005). Farrukh et al. (2020) also found a strong association between CSR and women than men. Research demonstrated that CSR has a low positive effect on employee satisfaction among younger relative to older employees (Wisse et al., 2018). Because more educated employees may be more aware of the organization's social responsibility initiatives, educated employees are more informed of the organizational responsibilities toward the society, which demonstrates that education level affects CSR perception (Hansen et al., 2011). Job tenure within a particular organization also influences employee behaviors (Chapman et al., 2005).

Analyses Strategy

SPSS was used to analyze the data. Moreover, to test the proposed conceptual model, AMOS 24 was used. Initially, the goodness of measures was established using confirmatory factor analysis (CFA). Common method variance was evaluated through Harman's single-factor analysis. For testing the conceptual model, all the items in the structural model appeared to be distinct and fit well with the variables for which they were developed. Lastly, based on the analysis through structural equation modeling, the multiple parallel mediation model was tested.

Results

Primary analysis

We applied structural equation modeling to test the hypotheses; therefore, the data were first examined for its basic assumptions (e.g., missing values, outliers, and normality). The data for the study were collected through Google Forms, where responding to each question was mandatory; therefore, no missing values were identified. The 480 responses were examined for outliers where we followed Kline (2005) to apply Mahalanobis distance at P < 0.000, and 13 responses were excluded from the final study (Islam et al., 2021; Ahmad et al., 2020). Finally, we followed Byrne's (2010) instructions, and the values of kurtosis and skewness were noted well within the limits of ±3 & ±1, respectively; hence, data were normally distributed (Islam et al., 2020).

Common Method Variance

The results of Harman's single factor analysis (Podsakoff et al., 2003) show that the percentage of single-factor variance was around 39%, which is below the traditional value of 50% (Mattila & Enz, 2002). This shows that all the variables were distinct from each other.

Descriptive Statistics and Correlations Matrix

The values of descriptive results and correlation are presented in Table 1. The results revealed that respondents agree regarding their perception of CSR (M = 3.75), compassion (M = 3.97), psychological ownership (M = 3.86), and employee work engagement (M = 4.00). We also noted a positive correlation of CSR with compassion ($r = 0.49$, $P < 0.01$), psychological ownership ($r = 0.64$, $P < 0.01$), and employee work engagement ($r = 0.58$, $P < 0.01$). Similarly, compassion ($r = 0.66$, $P < 0.01$) and psychological ownership ($r = 0.52$, $P < 0.01$) also positively correlate with employee work engagement.

Measurement Model Evaluation

We applied structural equation modeling (SEM) to access the uni-dimensionality and structural model. Uni-dimensionality was examined through confirmatory factor analysis because we used adapted scales. We used the ≥ 0.50 as the standard value for factor loading (Hair et al., 2018) and Chi-Square/ Degree of Freedom ($X^2/df \leq 3.0$), Tucker-Lewis Index (TLI ≥ 0.90), Comparative Fit Index (CFI ≥ 0.90), Root Mean Square Error of Approximation (RMSEA ≤ 0.08) (Islam et al., 2019; Bagozzi & Yi, 1988; Browne & Cudeck, 1993; Hu & Bentler, 1999). Given that, the measurement model (uni-dimensionality) was noted as

fit, that is, $X^2/df = 459.66/247=1.86$, TLI = 0.920, CFI = 0.929, and RMSEA = 0.059.

Further, to assess the psychometric properties of the constructs, discriminant and convergent validities were computed. We followed Fornell and Larcker (1981) for average variance extracted (AVE ≥ 0.50) and composite reliability (CR > 0.70). So, Table 2 shows that AVE and CR values meet these criteria, and convergent validity is satisfied. The reliability of the scale is good because CR values are higher than 0.70 of all study variables (Fornell & Larcker, 1981). The authors also assert that the discriminant validity will be considered good the values of maximum shared variance (MSV) and average shared variance (ASV) are less than the value of AVE (Hair et al., 2018). The discriminant validity is also satisfied, and the values shown in Table 2 met this criterion.

Hypotheses Testing

Table 3 represents the values of standardized regression evaluated through the structural model. We run the model at 2000 bootstraps with 95% confidence to access the upper and lower boundary. First, we noted a significant direct effect of perceived CSR on employee work engagement (β = 0.18, P < 0.01), compassion (β = 0.49, P < 0.01), and psychological ownership (β = 0.64, P < 0.01). These results are according to the suggested hypothesis; therefore, H1 is accepted. Second, we identified a significant indirect effect of perceived CSR on employee work engagement

Table 1

Descriptive and Correlation Statistics

	Variables	M	SD	1	2	3	4	5	6	7	8
1	Age	–	–	–							
2	Gender	–	–	0.29**	–						
3	Qualification	–	–	0.09	-0.14*	–					
4	Experience	–	–	0.62**	0.23**	0.11	–				
5	Corporate Social Responsibility	3.75	0.79	0.08	0.08	-0.08	-0.09	**(0.84)**			
6	Psychological Ownership	3.86	0.87	0.20**	0.16*	-0.13	0.02	0.64**	**(0.91)**		
7	Employee Work Engagement	4.00	0.64	0.14*	0.13*	-0.15*	-0.04	0.58**	0.66**	**(0.81)**	
8	Compassion	3.97	0.74	0.04	0.16**	0.04	-0.09	0.49**	0.52**	0.66**	**(0.74)**

Note: ** P < 0.01, * P < 0.05

Table 2

Goodness of Measures

Variables	AVE	CR	MSV	ASV
CSR	0.554	0.882	0.40	0.32
Compassion	0.704	0.934	0.42	0.36
Psychological Ownership	0.482	0.892	0.43	0.40
Work Engagement	0.662	0.855	0.43	0.31

Note: "AVE = Average Variance Extracted, CR = Composite Reliability, MSV = Maximum Shared Value, LASV = Average Shared Square Variance"

Table 3

Hypotheses Testing Through Bootstraps

Relations	β	SE	*P*	Bootstraps @ 95%	
				LLCI	ULCI
CSR→Employee Engagement	0.18	0.047	0.00		
CSR→Compassion	0.49	0.052	0.00		
CSR→Psychological Ownership	0.64	0.054	0.00		
Compassion→Employee engagement	0.41	0.041	0.00		
Psychological ownership→Employee Engagement	0.35	0.039	0.00		
Indirect effects					
CSR→Compassion→Employee Engagement	0.20		0.00	0.131	0.274
CSR→Psychological ownership→Employee Engagement	0.22		0.00	0.167	0.358

through compassion (β = 0.20, *P* < 0.01, LL = 0.131, UL = 0.274) with no zero values in upper and lower boundaries. Similarly, we identified a significant indirect effect of perceived CSR on employee work engagement through psychological ownership (β = 0.22, *P* < 0.01, LL = 0.167, UL = 0.358) with no zero values in upper and lower boundaries. These results support suggested hypotheses H2 and H3, respectively.

Discussion

This study's primary objective is to investigate the influence of perceived CSR on employee work engagement through compassion at work and psychological ownership as mediators. The findings are in accordance with our expectations that CSR is the strong predictor of employee work engagement, and through both paths as well. We found that compassion at work and psychological ownership work partially mediate the indirect association between CSR and employee work engagement. These findings are consistent with previous studies by suggesting that employee work engagement increases in response to CSR perception because CSR serves as a driving force for employees to be engaged in their work (Chaudhary, 2019). Lu et al. (2020) also confirmed a positive linkage between CSR and employee work engagement via mediating effects of procedural justice and distributive justice. Farrukh et al. (2020) developed a model based on the social exchange theory and theory

of engagement, which links CSR with employee work engagement. They confirmed the association between these constructs, and this association was stronger in women than men. Based on the social identity theory, we suggest that when organizations behave ethically and show concern for stakeholders, it increases the sense of pride and level of organizational identity among employees, which results in improved employee work engagement. CSR also fulfills the individual needs for self-enhancement and enhances the self-concept, which fosters employee work engagement. Self-determination theory was also a predictor of employee work engagement (Wang et al., 2017).

We also noted a strong positive relationship of CSR activities with compassion and psychological ownership. The positive relationship of CSR perception with compassion at work implies that CSR actions showing concerns for others such as the environment, future generations, and society provoke the benevolent signal to employees that their organization is concerned about other people, and employees reciprocate by showing concerns for others in the workplace. Employees are involved in discretionary behaviors such as compassion at work, feel others' pain, and try to eliminate that pain through communication and behavior. Similarly, the positive impact of CSR on psychological ownership implies that CSR activities related to the protection of the natural environment, creating a better life for future generations, supporting the NGOs working in problematic areas, and overall participation in the projects for the well-being of society

provoke a positive reaction among the employees and non-employees as well (Farooq et al. 2014). This organizational investment in community development results in improved corporate reputation (Brammer & Millington, 2005). Therefore, organizational involvement in CSR activities increases the sense of belongingness among employees. They have no legal ownership in the organization, but CSR actions cultivate an enhanced sense of belongingness in the form of psychological ownership, and employees feel like the organization's owners.

The concept of CSR is still in its fancy in developing countries, even though it has become a modern concept (Farooq et al., 2014). The strong association of CSR with psychological ownership and compassion indicates that people from South Asia acknowledge the CSR initiatives towards various stakeholders, such as community development, environment, and future generations, compared to the studies conducted in the Western context. A possible justification could be the generally high level of CSR in the Western countries in contrast to South Asia (Krishnamurthy et al., 2007), which reflect that socially responsible companies successfully develop a positive image in the mind of people. This results in an increased overall corporate reputation (Farooq et al., 2014).

Based on the social identity theory, we suggest that when organizations behave ethically and show concern for stakeholders, employees experience more compassion at work from their supervisor and colleagues, which results in improved employee work engagement. CSR also fulfills the individual needs for self-enhancement and improves employees' self-concept, which fosters employee work engagement. This increased sense of belongingness among employees results in increased engagement in the workplace. As a result, they feel more energetic, enthusiastic, and get involved in work activities. When employees are more engaged in their work, they may ultimately contribute toward achieving organizational goals that increase organizational effectiveness, such as a firm's value, competitiveness, and financial performance.

Theoretical Implications and Contribution

Our study advances the existing literature on CSR and employee work engagement in many ways. First, this research increases our understanding of the linkage between CSR and employee work engagement

by developing and testing the multiple mediation mechanism. This study discussed important and desired employee outcomes from the organizational perspective, such as psychological ownership, compassion at work, and employee work engagement. This study further extends the theory that CSR strongly predicts psychological ownership, compassion at work, and employee work engagement. The previous studies in Pakistan have used the social exchange perspective and theory of engagement (Cheema et al., 2020; Farooq et al., 2014; Story & Castanheira, 2019) to explain the relationship between CSR and employee outcomes, that is, employee work engagement. This study used the social identity theory to develop and demonstrate the underlying mechanism that provides useful insights for using a social identity framework to understand the CSR and employee level outcomes relationship.

Second, this study extends existing research by developing and testing an underlying mediation mechanism to strengthen further our understanding of how CSR fosters employee work engagement because scant studies discussed the intervening mechanism between these constructs (Chaudhary, 2019). The focus of previous studies was on investigating the direct association between CSR and employee work engagement (e.g., Al Amri et al., 2019); further studies were required to understand the mechanism that explains the process of how CSR impact the micro-level or employee outcomes (Wang et al., 2015).

Third, previous studies have discussed various employee-level outcomes of CSR such as well-being (Su & Swanson, 2019), intentions to quit (Ouakouak et al., 2019), innovative work behavior (Afridi et al., 2020), creativity (Tong et al., 2019), organizational commitment and job satisfaction (Story & Castanheira, 2019), pride and embeddedness (Ng et al., 2019). As one of the positive organizational behaviors, psychological ownership is receiving increasing attention within organizations, and it is an important predictor of employees' attitudes, behaviors, and performance (Avey et al., 2009; Park et al., 2013). To the best of our knowledge, psychological ownership has not been discussed in the CSR literature earlier. We introduce psychological ownership as an employee-level consequence of CSR in CSR and OB's existing research, which explains the CSR- employee work engagement linkage.

Fourth, the previous studies have been conducted in the Western context, underscoring the need for

evidence from emerging economies to confirm relationships' nature. South Asian companies have not embraced the concept of CSR and its potential to improve the company's bottom line and individual-level outcomes due to a lack of empirical evidence (Chaudhary, 2019). This study provides evidence regarding CSR's effectiveness to improve employee-level outcomes in the context of a developing economy, that is, Pakistan from South Asia. This study also increases the generalizability of existing studies on CSR and employee work engagement conducted in the Western context.

Fifth, the studies on CSR conducted in Pakistan have focused on various companies such as oil and gas, electronics, banking, and manufacturing (Farrukh et al., 2020), pharmaceutical (Lu et al., 2020), hotels (Afridi et al., 2020; Cheema et al., 2020), and organizations involved in various business including education, real estate management, and construction (John et al., 2017). This study investigated CSR in the unique context of the insurance industry of Pakistan.

Managerial Implications

This research suggests several implications for managers. First, it has become a challenge for organizations to retain and engage talented employees. Managers can use CSR activities as a talent management strategy to attract and retain talented employees. Therefore, organizations need to incorporate the CSR practice in day-to-day operational activities, which has implications for the different organizational processes such as employee initiatives, recruitment and selection, training and development, and performance management (Morgeson et al., 2013). Second, the disengagement of employees is causing severe financial losses for the organizations. Hence, organizations can use CSR to improve employee outcomes such as psychological ownership and compassion at work, which, in turn, increases employee work engagement. CSR initiatives can increase engagement in their work instead of wasting time surfing and discussing with co-workers. Employee work engagement can lead to superior individual performance, which results in improved departmental and organizational performance. Therefore, CSR can improve the organization's financial performance and minimize the losses faced by the organizations due to employee disengagement. The company's improved financial performance can protect the interests of internal stakeholders such as shareholders and employees and external stakeholders, including customers, government, NGOs, and society. Third, the sustainability of the business organizations is defined by economic performance, and now organizations have to focus on the triple bottom line, including environmental and social performance, along with financial performance. If business organizations focus on CSR, it can lead to improved economic conditions of organization and society and better natural environment and social conditions, which all are necessary for the prosperity of any society or country. Fourth, organizations need to develop a mechanism to communicate the CSR initiatives inside the organization to create awareness of the employees regarding CSR (Peterson, 2004), instead of only communicating with the external stakeholders.

Limitations and Future Direction

Despite the several theoretical and practical implications, this study also has limitations. First, this study used CSR measures focusing on external stakeholders such as society, natural environment, and future generations rather than internal stakeholders, that is, employees. Second, this study adopted a cross-sectional design which does not explain the causality between the variables. Future studies should collect data through a longitudinal approach. Third, this study focused on a large insurance company from Pakistan's insurance sector; the applications of finding in other industries require fine-tuning. Fourth, future studies can investigate the thriving at work, perceived insider status, and creative-self efficacy as mediators to further explain the underlying mechanism between CSR and employee outcomes. Fifth, we also suggest a cross-cultural comparison to enhance the generalizability of the findings.

Declaration of ownership:

This report is our original work.

Conflict of interest:

None.

Ethical clearance:

This study was approved by our institution.

References

Aberson, C. L., Healy, M., & Romero, V. (2000). Ingroup bias and self-esteem: A meta-analysis. *Personality and Social Psychology Review*, *4*(2), 157–173. https://doi.org/10.1207/S15327957PSPR0402_04

Abdelmotaleb, M., Metwally, A. B. E. M., & Saha, S. K. (2018). Exploring the impact of being perceived as a socially responsible organization on employee creativity. *Management Decision*, *56* (11), 2325–2340. https://doi.org/10.1108/MD-06-2017-0552

Abner, R. A., & Ferrer, R. C. (2019). The role of corporate social responsibility on the link of real earnings management with financial performance and firm value of publicly listed companies in the Philippines. *Asia-Pacific Social Science Review*, *19*(2), 15–29.

Afridi, S. A., Afsar, B., Shahjehan, A., Rehman, Z. U., Haider, M., & Ullah, M. (2020). Perceived corporate social responsibility and innovative work behavior: The role of employee volunteerism and authenticity. *Corporate Social Responsibility and Environmental Management*, 27(4), 1865 – 1877. https://doi.org/10.1002/csr.1932

Afsar, B., Al-Ghazali, B., & Umrani, W. (2020). Corporate social responsibility, work meaningfulness, and employee engagement: The joint moderating effects of incremental moral belief and moral identity centrality. *Corporate Social Responsibility and Environmental Management*, *27*(3), 1264–1278. https://doi.org/10.1002/csr.1882

Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, *38*(4), 932–968. https://doi.org/10.1177/0149206311436079

Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of Management*, *45*(3), 1057–1086. https://doi.org/10.1177/0149206317691575

Ahmad, R., Ahmad, S., Islam, T., & Kaleem, A. (2020). The nexus of corporate social responsibility (CSR), affective commitment and organisational citizenship behaviour in academia: A model of trust. *Employee Relations*, *42*(1), 232–247. https://doi.org/10.1108/ER-04-2018-0105

Ali, M., Ali, F. H., Raza, B., & Ali, W. (2020). Assessing the mediating role of work engagement between the relationship of corporate social responsibility with job satisfaction and organizational citizenship behavior. *International Review of Management and Marketing*, *10*(4), 1–10. https://doi.org/10.32479/irmm.9714

Al Amri, F. H., Das, A., & Ben-Ayed, O. (2019). The impact of perceived corporate social responsibility on employee engagement: The case of Qatar. *Business Strategy & Development*, *2*(3), 180–191. https://doi.org/10.1002/bsd2.52

Andersson, L. M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, *49*(11), 1395–1418. https://doi.org/10.1177/001872679604901102

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, *34*(3), 325–374. https://doi.org/10.1177/0149206308316059

Ashley, P. (2005). Ética e *responsabilidade social nos negócios* [Ethics and Social Responsibility in Business]. Saraiva.

Avey, J. B., Avolio, B. J., Crossley, C. D., & Luthans, F. (2009). Psychological ownership: Theoretical extensions, measurement and relation to work outcomes. *Journal of Organizational Behavior*, *30*(2), 173–191. https://doi.org/10.1002/job.583

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, *16*(1), 74–94. https://doi.org/10.1007/BF02723327

Baldo, M. D. (2013). Corporate social responsibility, human resource management and corporate family responsibility. When a company is "the best place to work": Elica Group, The Hi-Life Company. *Economic Research-Ekonomska Istraživanja*, *26*(1), 201–224. https://doi.org/10.1080/1331677X.2013.11517648

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, *84*(2), 191 - 215. https://doi.org/10.1080/1331677X.2013.11517648

Bernhard, F., & O'Driscoll, M. P. (2011). Psychological ownership in small family-owned businesses: Leadership style and nonfamily-employees' work attitudes and behaviors. *Group & Organization Management*, *36*(3), 345–384. https://doi.org/10.1177/1059601111402684

Boulouta, I., & Pitelis, C. N. (2014). Who needs CSR? The impact of corporate social responsibility on national competitiveness. *Journal of Business Ethics*, *119*(3), 349–364. https://doi.org/10.1007/s10551-013-1633-2

Boye, M. W., & Slora, K. B. (1993). The severity and prevalence of deviant employee activity within supermarkets. *Journal of Business and Psychology*, *8*(2), 245–253. https://doi.org/10.1007/BF02230388

Brammer, S., & Millington, A. (2005). Corporate reputation and philanthropy: An empirical analysis. *Journal of Business Ethics*, *61*(1), 29–44. https://doi.org/10.1007/s10551-005-7443-4

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. Bollen & J. Long (Eds.), *Testing structural equation models* (pp. 136–162). Sage.

Brown, G., Pierce, J. L., & Crossley, C. (2014). Toward an understanding of the development of ownership feelings. *Journal of Organizational Behavior*, *35*(3), 318–338. https://doi.org/10.1002/job.1869

Byrne, B.M. (2010). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (2nd ed.). Routledge.

Cazeri, G. T., Anholon, R., da Silva, D., Ordoñez, R. E. C., Quelhas, O. L. G., Leal Filho, W., & de Santa-Eulalia, L. A. (2018). An assessment of the integration between corporate social responsibility practices and management systems in Brazil aiming at sustainability in enterprises. *Journal of Cleaner Production*, *182*, 746–754. https://doi.org/10.1016/j.jclepro.2018.02.023

Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology*, *90*(5), 928–944. https://doi.org/10.1037/0021-9010.90.5.928

Chaudhary, R. (2019). Corporate social responsibility perceptions and employee engagement: Role of psychological meaningfulness, safety and availability. *Corporate Governance: The International Journal of Business in Society*, *19*(4), 631–647. https://doi.org/10.1108/CG-06-2018-0207

Cheema, S., Afsar, B., Al-Ghazali, B. M., & Maqsoom, A. (2020). How employee's perceived corporate social responsibility affects employee's pro-environmental behaviour? The influence of organizational identification, corporate entrepreneurship, and environmental consciousness. *Corporate Social Responsibility and Environmental Management*, *27*(2), 616–629. https://doi.org/10.1002/csr.1826

Chi, N. W., & Han, T. S. (2008). Exploring the linkages between formal ownership and psychological ownership for the organization: The mediating role of organizational justice. *Journal of Occupational and Organizational Psychology*, *81*(4), 691–711. https://doi.org/10.1348/096317907X262314

Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, *58*(2), 164–209. https://doi.org/10.1006/jvbe.2001.1791

Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, *15*(1), 1–13. https://doi.org/10.1002/csr.132

Dai, Y.-D., Zhuang, W.-L., Lu, S.-C., & Huan, T.-C. (2020). Work engagement or job burnout? Psychological ownership amongst the employees of international tourist hotels. *Tourism Review*. Advance online publication. https://doi.org/10.1108/TR-03-2020-0087

Duarte, A. P., Neves, J. G. D., Gomes, D. R., & Moisés, G. A. (2019). Corporate social responsibility, job satisfaction, and customer orientation in Angola. *World Review of Entrepreneurship, Management and Sustainable Development*, *15*(1-2), 93–109. https://doi.org/10.1504/WREMSD.2019.098469

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, *39*(2), 239–263. https://doi.org/10.2307/2393235

Dutton, J. E., Frost, P. J., Worline, M. C., Lilius, J. M., & Kanov, J. M. (2002). Leading in times of trauma. *Harvard Business Review*, *80*(1), 54–61.

Dutton, J. E., Roberts, L. M., & Bednar, J. (2010). Pathways for positive identity construction at work: Four types of positive identity and the building of social resources. *Academy of Management Review*, *35*(2), 265–293. https://doi.org/10.5465/amr.35.2.zok265

El Akremi, A., Gond, J.-P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management*, *44*(2), 619–657. https://doi.org/10.1177/0149206315569311

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of Management Review*, *29*(3), 459–478. https://doi.org/10.5465/amr.2004.13670967

Etzioni, A. (1991). The socio-economics of property. *Journal of Social Behavior and Personality*, *6*(6), 465–468.

Farid, T., Iqbal, S., Ma, J., Castro-González, S., Khattak, A., & Khan, M. K. (2019). Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice. *International Journal of Environmental Research and Public Health*, *16*(10). https://doi.org/10.3390/ijerph16101731

Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms. *Journal of Business Ethics*, *125*(4), 563–580. https://doi.org/10.1007/s10551-013-1928-3

Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of Management Journal*, *60*(3), 954–985. https://doi.org/10.5465/amj.2014.0849

Farrukh, M., Sajid, M., Lee, J. W. C., & Shahzad, I. A. (2020). The perception of corporate social responsibility and employee engagement: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, *27*(2), 760–768. https://doi.org/10.1002/csr.1842

Ferreira, P., & de Oliveira, E. R. (2014). Does corporate social responsibility impact on employee engagement? *Journal of Workplace Learning*, *26*(3/4), 232–247. https://doi.org/10.1108/JWL-09-2013-0070

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50. https://doi.org/10.1177/002224378101800104

Frost, P. J., Dutton, J. E., Maitlis, S., Lilius, J. M., Kanov, J. M., & Worline, M. C. (2006). Seeing organizations differently: Three lenses on compassion. In S. Clegg, C. Hardy, T. Lawrence, & W.Nord (Eds.), *Handbook of organization studies* (Vol. 2; pp. 843–866). Sage.

Galant, A., & Cadez, S. (2017). Corporate social responsibility and financial performance relationship: A review of measurement approaches. *Economic Research-Ekonomska Istraživanja*, *30*(1), 676–693. https://doi.org/10.1080/1331677X.2017.1313122

Gallup. (2013). *State of the global workplace: Employee engagement insights for business leaders worldwide*. Gallup.

Gangone, A.-D., & Gănescu, M.-C. (2014). Corporate social responsibility in emerging and developing economies in Central and Eastern Europe—A measurement model from the stakeholder theory perspective. *Economic Research-Ekonomska Istraživanja*, *27*(1), 539–558. https://hrcak.srce.hr/171344

Glavas, A. (2016). Corporate social responsibility and organizational psychology: An integrative review. *Frontiers in Psychology*, *7*, 144. https://doi.org/10.3389/fpsyg.2016.00144

Glavas, A., & Kelley, K. (2014). The effects of perceived corporate social responsibility on employee attitudes. *Business Ethics Quarterly*, *24*(2), 165–202. https://doi.org/10.5840/beq20143206

Grant, A. M., Dutton, J. E., & Rosso, B. D. (2008). Giving commitment: Employee support programs and the prosocial sensemaking process. *Academy of Management Journal*, *51*(5), 898–918. https://doi.org/10.5465/amj.2008.34789652

Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate data analysis* (8th ed.). Cengage.

Hansen, S. D., Dunford, B. B., Boss, A. D., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of Business Ethics*, *102*(1), 29–45. https://doi.org/10.1007/s10551-011-0903-0

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, *87*(2), 268–279. https://doi.org/10.1037/0021-9010.87.2.268

Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, *6*(1), 1–55. https://doi.org/10.1080/10705519909540118

Islam, T., Ahmed, I., Ali, G., & Sadiq, T. (2016). Behavioral and psychological consequences of corporate social responsibility: Need of the time. *Social Responsibility Journal, 12*(2), 307–320. https://doi.org/10.1108/SRJ-04-2015-0053

Islam, T., Ahmad, S., Kaleem, A., & Mahmood, K. (2021). Abusive supervision and knowledge sharing: Moderating roles of Islamic work ethic and learning goal orientation. Management Decision, 59(2), 205-222. https://doi.org/10.1108/MD-08-2019-1069

Islam, T., Khan, M. M., Ahmed, I., Usman, A., & Ali, M. (2020). Work-family conflict and job dissatisfaction among police officers: Mediation of threat to family role and moderation of role segmentation enhancement. *Policing: An International Journal*, *43*(2), 403–415. https://doi.org/10.1108/PIJPSM-06-2019-0087

Islam, T., Ahmed, I., Ali, G., & Ahmer, Z. (2019). Emerging trend of coffee cafe in Pakistan: Factors affecting revisit intention. *British Food Journal*, *121*(9), 2132–2147. https://doi.org/10.1108/BFJ-12-2018-0805

Islam, T., & Tariq, J. (2018). Learning organizational environment and extra-role behaviors: The mediating role of employee engagement. *Journal of Management Development*, *37*(3), 258–270. https://doi.org/10.1108/JMD-01-2017-0039

Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: The mediating role of creativity. *International Journal of Productivity and Performance Management*, *68*(3), 506–553. https://doi.org/10.1108/IJPPM-02-2018-0052

Jackson, D. L. (2003). Revisiting sample size and number of parameter estimates: Some support for the N: q hypothesis. *Structural Equation Modeling*, *10*(1), 128–141. https://doi.org/10.1207/S15328007SEM1001_6

John, A., Qadeer, F., Shahzadi, G., & Jia, F. (2017). Corporate social responsibility and employee's desire: A social influence perspective. *The Service Industries Journal*, *37*(13-14), 819–832. https://doi.org/10.1080/02642069.2017.1353081

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692–724. https://doi.org/10.5465/256287

Kanov, J. M., Maitlis, S., Worline, M. C., Dutton, J. E., Frost, P. J., & Lilius, J. M. (2004). Compassion in organizational life. *American Behavioral Scientist*, *47*(6), 808–827. https://doi.org/10.1177/0002764203260211

Keller, S., & Meaney, M. (2017). *Attracting and retaining the right talent*. Retrieved from https://www.paisboa.org/assets/aggie-blog/2019/02.22.19/Attracting-and-retaining-the-right-talent-Nov-2017.pdf

Kline, R. B. (2005). *Principles and practice of structural equation modeling* (2nd ed.). The Guilford Press.

Klimkiewicz, K., & Oltra, V. (2017). Does CSR enhance employer attractiveness? The role of millennial job seekers' attitudes. *Corporate Social Responsibility and Environmental Management*, 24(5), 449–463. https://doi.org/10.1002/csr.1419

Kornfield, J. (2009). *A path with heart: A guide through the perils and promises of spiritual life*. Bantam Books.

Korschun, D., Bhattacharya, C. B., & Swain, S. D. (2014). Corporate social responsibility, customer orientation, and the job performance of frontline employees. *Journal of Marketing*, 78(3), 20–37. https://doi.org/10.1509/jm.11.0245

Krishnamurthy, S., Chew, W., Soh, T., & Luo, W. (2007). Corporate social responsibility and public relations, perceptions and practices in Singapore. In S. K. May, G. Cheney, & J. Roper (Eds.), *The debate over corporate social responsibility* (pp. 119–134). Oxford University Press.

Lee, S., & Park, S. (2009). Do socially responsible activities help hotels and casinos achieve their financial goals? *International Journal of Hospitality Management*, 28(1), 105–112. https://doi.org/10.1016/j.ijhm.2008.06.003

Lee, Y. K., Kim, Y., Lee, K. H., & Li, D. (2012). The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees. *International Journal of Hospitality Management*, 31(3), 745–756. https://doi.org/10.1016/j.ijhm.2011.09.011

Lilius, J. M., Worline, M. C., Maitlis, S., Kanov, J., Dutton, J. E., & Frost, P. (2008). The contours and consequences of compassion at work. *Journal of Organizational Behavior*, 29(2), 193–218. https://doi.org/10.1002/job.508

Lim, V. K. (2002). The IT way of loafing on the job: Cyberloafing, neutralizing and organizational justice. *Journal of Organizational Behavior*, 23(5), 675–694. https://doi.org/10.1002/job.161

Liu, J., Wang, H., Hui, C., & Lee, C. (2012). Psychological ownership: How having control matters. *Journal of Management Studies*, 49(5), 869–895. https://doi.org/10.1111/j.1467-6486.2011.01028.x

Lu, J., Ren, L., Zhang, C., Wang, C., Ahmed, R. R., & Streimikis, J. (2020). Corporate social responsibility and employee behavior: Evidence from mediation and moderation analysis. *Corporate Social Responsibility and Environmental Management*, 27(4), 1719– 1728. https://doi.org/10.1002/csr.1919.

Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions. *International Journal of Contemporary Hospitality Management*, 28(4), 737–761. https://doi.org/10.1108/IJCHM-07-2014-0360

Pierce, J. L., & Newstrom, J. W. (2003), Leaders and the leadership process. McGraw-Hill/Irwin.

Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Toward a theory of psychological ownership in organizations. *Academy of Management Review, 26*(2), 298–310. https://doi.org/10.2307/259124

Puriwat, W., & Tripopsakul, S. (2018). The impact of corporate social responsibility on customer satisfaction and loyalty: A case study of the hotel industry in Thailand. *Asia-Pacific Social Science Review*, 18(3), 137–145.

Maignan, I., & Ferrell, O. (2001). Antecedents and benefits of corporate citizenship: An investigation of French businesses. *Journal of Business Research*, 51(1), 37–51. https://doi.org/10.1016/S0148-2963(99)00042-9

Maignan, I., & Ferrell, O. (2004). Corporate social responsibility and marketing: An integrative framework. *Journal of the Academy of Marketing Science*, 32(1), 3–19. https://doi.org/10.1177/0092070303258971

Mattila, A. S., & Enz, C. A. (2002). The role of emotions in service encounters. *Journal of Service Research*, 4(4), 268–277. https://doi.org/10.1177/1094670502004004004

Mayhew, M. G., Ashkanasy, N. M., Bramble, T., & Gardner, J. (2007). A study of the antecedents and consequences of psychological ownership in organizational settings. *The Journal of Social Psychology*, 147(5), 477–500. https://doi.org/10.3200/SOCP.147.5.477-500

McGee, M., & Fillon, M. (1995). Honesty is still the best policy. *Information Week*, 519, 156.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.

Mone, E. M., London, M., & Mone, E. M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.

Moon, T.-W., Hur, W.-M., Ko, S.-H., Kim, J.-W., & Yoon, S.-W. (2014). Bridging corporate social responsibility and compassion at work. *Career Development International*, 19(1), 49–72. https://doi.org/10.1108/CDI-05-2013-0060

Morgeson, F. P., Aguinis, H., Waldman, D. A., & Siegel, D. S. (2013). Extending corporate social responsibility research to the human resource management and organizational behavior domains: A look to the future. *Personnel Psychology*, 66(4), 805–824. https://doi.org/10.1111/peps.12055

Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement. *South Asian Journal of Business Studies*, 6(1), 98–114. https://doi.org/10.1108/SAJBS-04-2016-0036

Nazir, O., & Islam, J. U. (2020). Effect of CSR activities on meaningfulness, compassion, and employee engagement: A sense-making theoretical approach. *International Journal of Hospitality Management*, 90. https://doi.org/10.1016/j.ijhm.2020.102630

Ng, T. W., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover. *Personnel Psychology*, *72*(1), 107–137. https://doi.org/10.1111/peps.12294

Ouakouak, M. L., Arya, B., & Zaitouni, M. (2019). Corporate social responsibility and intention to quit. *International Journal of Productivity and Performance Management*, *69*(3), 447–465. https://doi.org/10.1108/IJPPM-02-2019-0087

Park, C. H., Song, J. H., Yoon, S. W., & Kim, J. (2013). A missing link: psychological ownership as a mediator between transformational leadership and organizational citizenship behaviour. *Human Resource Development International*, *16*(5), 558–574. https://doi.org/10.1080/13678868.2013.839510

Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organizational commitment. *Business & Society*, *43*(3), 296–319. https://doi.org/10.1177/0007650304268065

Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: Integrating and extending a century of research. *Review of General Psychology*, *7*(1), 84–107. https://doi.org/10.1177/0007650304268065

Pierce, J. L., Rubenfeld, S. A., & Morgan, S. (1991). Employee ownership: A conceptual model of process and effects. *Academy of Management Review*, *16*(1), 121–144. https://doi.org/10.5465/amr.1991.4279000

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Raub, S., & Blunschi, S. (2014). The power of meaningful work: How awareness of CSR initiatives fosters task significance and positive work outcomes in service employees. *Cornell Hospitality Quarterly*, *55*(1), 10–18. https://doi.org/10.1177/1938965513498300

Robinson, P. K. (2010). Responsible retailing: The practice of CSR in banana plantations in Costa Rica. *Journal of Business Ethics*, *91*(2), 279–289. https://doi.org/10.1007/s10551-010-0619-6

Rodrigo, P., Aqueveque, C., & Duran, I. J. (2019). Do employees value strategic CSR? A tale of affective organizational commitment and its underlying mechanisms. *Business Ethics: A European Review*, *28*(4), 459–475. https://doi.org/10.1111/beer.12227

Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*, *30*, 91–127. https://doi.org/10.1016/j.riob.2010.09.001

Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior*, *27*(4), 537–543. https://doi.org/10.1002/job.380

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior*, *39*(5), 559–579. https://doi.org/10.1002/job.2282

Sarkar, S., & Searcy, C. (2016). Zeitgeist or chameleon? A quantitative analysis of CSR definitions. *Journal of Cleaner Production*, *135*, 1423–1435. https://doi.org/10.1016/j.jclepro.2016.06.157

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, *66*(4), 701–716. https://doi.org/10.1177/0013164405282471

Shin, I., Hur, W.-M., & Kang, S. (2016). Employees' perceptions of corporate social responsibility and job performance: A sequential mediation model. *Sustainability*, *8*(5). https://doi.org/10.3390/su8050493

Sieger, P., Bernhard, F., & Frey, U. (2011). Affective commitment and job satisfaction among non-family employees: Investigating the roles of justice perceptions and psychological ownership. *Journal of Family Business Strategy*, *2*(2), 78–89. https://doi.org/10.1016/j.jfbs.2011.03.003

Singhapakdi, A., Lee, D.-J., Sirgy, M. J., Roh, H., Senasu, K., & Grace, B. Y. (2019). Effects of perceived organizational CSR value and employee moral identity on job satisfaction: A study of business organizations in Thailand. *Asian Journal of Business Ethics*, *8*(1), 53–72. https://doi.org/10.1007/s13520-019-00088-1

Story, J. S., & Castanheira, F. (2019). Corporate social responsibility and employee performance: Mediation role of job satisfaction and affective commitment. *Corporate Social Responsibility and Environmental Management*, *26*(6), 1361–1370. https://doi.org/10.1002/csr.1752

Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, *72*, 437–450. https://doi.org/10.1016/j.tourman.2019.01.009

Tajfel, H. (1974). Social identity and intergroup behavior. *Social Science Information*, *13*(2), 65–93.

Tajfel, H. (1975). The exit of social mobility and the voice of social change: Notes on the social psychology of intergroup relations. *Social Science Information*, *14*(2), 101–118.

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin, & S. Worchel (Eds.), The social psychology of intergroup relations

(pp. 33-37). Monterey, CA: Brooks/Cole. Tong, Z., Zhu, L., Zhang, N., Livuza, L., & Zhou, N. (2019). Employees' perceptions of corporate social responsibility and creativity: Employee engagement as a mediator. *Social Behavior and Personality: An International Journal*, *47*(12), 1–13. https://doi.org/10.2224/sbp.8479

Tsai, Y.-H., Joe, S.-W., Lin, C.-P., & Wang, R.-T. (2014). Modeling job pursuit intention: Moderating mechanisms of socio-environmental consciousness. *Journal of Business Ethics*, *125*(2), 287–298. https://doi.org/10.1007/s10551-013-1919-4

Turker, D. (2009a). How corporate social responsibility influences organizational commitment. *Journal of Business Ethics*, *89*(2), 189-204.. https://doi.org/10.1007/s10551-008-9993-8

Turker, D. (2009b). Measuring corporate social responsibility: A scale development study. *Journal of Business Ethics*, *85*(4), 411–427. https://doi.org/10.1007/s10551-008-9780-6

Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior*, *25*(4), 439–459. https://doi.org/10.1002/job.249

Wang, S., Gao, Y., Hodgkinson, G. P., Rousseau, D. M., & Flood, P. C. (2015). Opening the black box of CSR decision making: A policy-capturing study of charitable donation decisions in China. *Journal of Business Ethics*, *128*(3), 665–683. https://doi.org/10.1007/s10551-014-2123-x

Wang, X., Liu, L., Zou, F., Hao, J., & Wu, H. (2017). Associations of occupational stressors, perceived organizational support, and psychological capital with work engagement among Chinese female nurses. *BioMed Research International*, *47*, 777–780. https://doi.org/10.1155/2017/5284628

Wisse, B., van Eijbergen, R., Rietzschel, E. F., & Scheibe, S. (2018). Catering to the needs of an aging workforce: The role of employee age in the relationship between corporate social responsibility and employee satisfaction. *Journal of Business Ethics*, *147*(4), 875–888. https://doi.org/10.1007/s10551-015-2983-8

Zedeck, S. E. (2011). *APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization* (pp. viii-960). American Psychological Association.