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How Corporate Social Responsibility Influences Individual Performance

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Master in Management

Supervisor:

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Iscte Business School

november, 2021



BUSINESS
SCHOOL

Department of Marketing, Strategy and Operations

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Dedication

I want to dedicate my thesis to my grandfather that did not have the opportunity to see me concluding this step.

Acknowledgments

Now that I am completing one more stage of my academic career, I want to thank some people that were part of this journey.

First, I want to thank my parents, my brother and my girlfriend for the support and love that they gave me during this period.

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Abstract

In a world of constant changes where everything evolves rapidly, the business world is not exception, and organizations need to focus not only on profit, but in their environment and their most important asset, their human resources. With the younger generation a new perspective of work life has emerged and the concept of staying in the same company for the rest of the life does not exist anymore. In the new reality having the profit as the only objective of a company is not acceptable. Following this new perspective, the main objective of this work was to understand the relationship between the perceived corporate social responsibility (CSR) and the individual performance. The role of affective commitment and perceived organizational support as potential mediators of this relationship was examined.

A sample of 190 employees from different organizations has completed an online survey including validated measures of all constructs. Findings reveal that economic CSR dimension has a significant direct influence on individual performance. Also, evidence was found that CSR towards employees affect individual performance with the mediation of perceived organizational support. About the CSR towards community and environment, although it is a common topic that has global attention, it was not found empirical evidence that would influence individual performance.

The results indicate that companies should invest on CSR practices and policies, since they would also benefit from it in terms of employees' results.

Keywords: Corporate Social Responsibility, Individual Performance, Affective Commitment, Perceived Organizational Support

JEL Classification: Y40-Dissertations; O150 Economic Development: Human Resources; M54 Labor Management

Resumo

Num mundo de constantes mudanças onde tudo evolui rapidamente, o mundo dos negócios não é exceção, e as organizações têm que se concentrar não apenas no lucro, mas no seu ambiente e no seu ativo mais importante, os seus recursos humanos. Com a nova geração, uma nova perspectiva de vida profissional surgiu e o conceito de permanecer na mesma empresa para o resto da vida não existe mais. Na nova realidade, ter o lucro como o único objetivo de uma empresa não é aceitável. Seguindo esta nova perspectiva, o principal objetivo deste trabalho foi compreender a relação entre a percepção de responsabilidade social corporativa (RSC) e o desempenho individual. O papel do compromisso afetivo e da percepção de suporte organizacional como potenciais mediadores destas relações foi examinado.

Uma amostra de 190 trabalhadores de diferentes organizações completou um questionário *online* incluindo escalas previamente validadas dos diferentes constructos. Os resultados revelam que a dimensão económica da RSC tem uma influência direta significativa no desempenho individual. Além disso, foram encontradas evidências de que a RSC em relação aos trabalhadores afeta a performance individual por via da mediação da percepção de suporte organizacional. Sobre a RSC em relação à comunidade e ao meio ambiente, apesar de ser um tópico que tem atenção global, não foram encontradas evidências empíricas de que influenciasses o desempenho individual.

Os resultados indicam que as empresas devem investir em práticas e políticas de responsabilidade social corporativa, uma vez que também beneficiariam das mesmas em termos de resultados dos seus trabalhadores.

Palavras-chave: Responsabilidade Social Corporativa, Performance Individual, Compromisso Afetivo, Percepção de Suporte Organizacional

JEL Classification: Y40-Dissertations; O150 Economic Development: Human Resources; M54 Labor Management

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Introduction

If Corporate Social Responsibility (CSR) was gaining interest by before this period, after the Covid-19 Pandemic, it gained even more. With the lockdown that occurred during this period, it was created a gap between organization and employees.

The main objective of this study is to understand if corporate social responsibility practices have impact on employees' performance, having organizational support and affective commitment as mediators. However, since this thesis was developed during this special period, employees' perception might be affected. This premise may be taking into consideration when analysing the results. Also, affective commitment is strictly related to the social interaction of individuals (Meyer & Maltin, 2010), being easy to understand that social interaction was reduced to historic minimums and probably, according to literature it is predictable to have a strong influence on the results.

Since some decades ago, companies began to realize that profit was not the only objective for an organization. At least, if they only care about the profit they have to understand that if companies want to achieve that objective, they need to look to every aspect of the organization and not only the product/service quality or price (Charlo et al., 2017). The paradigm has changed. That is where Corporate Social Responsibility gains higher visibility, being more accepted by academics and by companies on both developed or non-developed countries (Carroll, 2016).

There are several research avenues to explore the antecedents and consequences of corporate engagement in socially responsible practices (Aguinis & Glavas, 2012). For the present study, it was decided to focus on the individual level of analysis, more specifically on how corporate social responsibility influences the individual performance of employees. There is a lack of information in the available literature relating corporate social responsibility at the individual level. According to a recent paper by Jamali and Karam (2018), only 9% focus on the personal level. Other authors refer that only 4% of research papers are focused on the results of CSR perception at the individual level (Aguinis & Glavas, 2012). Therefore, it is essential to study this specific field. As future challenges in this area, acquire more knowledge on this relationship between performance and corporate social responsibility is recommended also by Nave and Ferreira (2019).

Most studies are focused on the effects of CSR activities on behaviours of external stakeholders or profitability. Some studies were made on consumers (Lee et al., 2012) and investors (Hockerts & Moir, 2004). Being employees the most crucial stakeholder in any organization around the world it is at least unnatural to have this gap on literature and may explain some barriers that companies have to start this type of practices, they do not understand what they can earn with that.

CSR has been mainly studied at the macro level, looking on the direct impact at a financial level or even reputation. This is reflected on the literature gap at the micro level (individual) (Bouraoui et al., 2020), associated with attitudes and behaviours (Glavas, 2016) and how CSR practices influence different work aspects.

However, a research has to be as specific as possible and after an analysis of the existent literature, besides the individual performance focus, it is possible to realize that exist some specific gaps.

Even knowing all the positive effects that Corporate Social Responsibility practices have, such as facilitating stakeholder's engagement, improve business reputation, promotion of improvements in organization standards (Colle et al., 2014), there is still many barriers to adopting this type of practices, creating a paradox, having, on the other hand, adverse effects. Examples of negatives effects are lack of enforcement because it is a voluntary action and cannot be legally enforced, excess of reports related to CSR making it harder to evaluate the business, and extra cost, especially to small and medium-sized companies. According to Instituto Nacional de Estatística (2021) 99,9% of companies in the context of this study, Portugal in 2019, were small or medium-sized. This is one of the main reasons for this study, find evidence that even knowing that Corporate Responsibilities practices require an investment that apparently, almost all Portuguese companies cannot support, it may have a positive return, in this specific case, on the individual performance.

The younger generations of workers do not look only for a good salary. At Booking.com, 84% of employees desire to work in organizations that actively contribute with corporate social responsibility practices (Research, 2015). Also, the new generation, generation Z, that is equal to say, future workers, are more concerned than ever with this subject. A decade ago, an IBM

study in 2008 revealed that 44% of Millennials would not work in a company with a bad reputation of CSR, giving even more importance to this than to the salary.

Literature has shown that affective commitment and perceived organizational support are both related to corporate social responsibility outcomes. Even knowing that they act in different ways, both can be partly explained by a reciprocal action by the employees that may influence or not the individual performance that will be analysed in this study.

This study has as main objective to understand if perceived CSR is related with individual performance and if affective commitment and perceived organizational support mediate that relationship, in the Portuguese context.

This dissertation starts with a theoretical framework followed by the methods used and their description, as well as the results obtained. The final section is the discussion and conclusion that include some limitations of this study and future suggestions of research.

Chapter 1 - Literature Review

1.1. Corporate Social Responsibility

As said before, companies only start looking deeper for their social aspect and impact a few decades ago. The interest in this topic starts being relevant to achieve sustainability, looking not only to financial aspects but also to social and environmental factors. Generating value through this is known as sustainable growth that is a critical factor for a company to survive and have progress, and this can be achieved with social responsibility (Ji et al., 2020).

Simultaneously, stakeholders growing concern on this topic encourages organizations to have socially responsible practices. If a company does not respect social values, they will lose customers, have unhappy employees, and consequently, lose money. So, that is another reason why CSR is a crucial factor not only ethically but also for future profits (Charlo et al., 2017). However, the literature showed that it is not unanimous. One study found that financial performance and CSR efforts have a positive link (Shahbaz et al., 2020). Another study found evidence that a good financial performance does not necessarily mean that the organization has higher CSR performance (Shahbaz et al., 2020).

One of the most critical advantages that an organization can have is to have support from all the stakeholders, including employees. Many studies have pointed out that to achieve that, they may apply responsible corporate practices. One of these studies was conducted in the energy sector, and the results were in accordance with that (Shahbaz et al., 2020).

Despite all the attempts to define corporate social responsibility, after a deep study on all literature, a concept definition has never been assigned to a particular author (Gonzalez-Perez, 2013). This problem, according to Marrewijk (2003), was based on the perspective of each researcher that had specific interests when developing a definition that biased the concept. However, this affirmation has no theoretical support.

The genesis of the concept started when some authors noticed the importance of CSR before everyone and tried to get a definition of it. According to Bichta (2003), the concept's genesis is

attributed to Shelton in 1924, who suggested that the preservation of social interests is the main responsibility of any enterprise while looking for profit.

Years later, Bowen (1953) made one of the firsts official attempts to define, when formulated, how a company behaves toward society, following an ethical toward stakeholders, and recognizing the legal and regulatory environment is the fundamental morality expressed by CSR. After this first approach, another attempt was made by Davis (1960), arguing that corporate social responsibility is about the decisions and actions taken by businessmen for reasons that are beyond the organization's direct economic or technical interests.

Berger and Luckmann (1966) had the idea that corporate social responsibility was viewed as a social construction, and because of that, it was impossible to have an unbiased definition. Later, (Friedman, 1970) disagreed with the starting formulation of the concept of CSR, saying the famous phrase "the social responsibility of a corporation is to increase its profits," opening the debate on the topic.

In 1974, the research found that the CSR concept has evolved through three different steps. The first step had a unique objective, maximize profits, and appeared at the beginning of the 19th century, and it was the Profit-Maximising Management phase. From 1920 until 1930 was time for Trusteeship Management where the societal needs and the stakeholders' demand were considered. After 1960, Quality-of-life Management started with the kick-off USA shifting their priorities from exclusively economic to environmental and social issues, solving social problems was a priority (Gonzalez-Perez, 2013).

In order to clarify this definition, researchers tried to understand better where CSR could fit, and the conclusion was that CSR includes ethical, economic, discretionary, and legal issues (Carroll, 1979).

It was then formulated one of the most known and consensual definitions based on the construction of a pyramidal system with four levels (components) that companies may follow. The bottom of the pyramid is the Economic responsibility, which is the foundation of any company in order to survive and be capable of achieving the next level of the pyramid. The following level is the Legal responsibility, which represents the rules of the game, showing what behaviors are legally acceptable or not. The third level is Ethical responsibility, where is shown the obligation to act fairly towards stakeholders and society in general. Lastly, the fourth level is Philanthropic or Discretionary, constituting the responsibility of organizations to

increase community quality of life (Carroll, 1991). According to the same author (Carroll, 1979), we may say that CSR is as old as business since there were always companies that tried to solve social problems. From this emerged an idea that said that the social responsibility of business is to respond to the expectations of the four CSR dimensions that society has at a particular time (Carroll & Shabana, 2010).

Another approach argued that CSR happens when a company is voluntarily capable of sacrificing financial profits for the sake of the social interest, doing more than the legal obligations (Bénabou & Tirole, 2010). Later, research formulated a new approach; a tripartite definition was developed to be known as sustainability 3 P's: Profit, Planet, and People, representing, respectively, economic, environmental, and social facets (Kpinpuo & Tuokuu, 2017).

According to Gonzalez-Pere (2013), three CSR streams exist. The first one has two different approaches: "after profit obligation," where businesses have to obey towards society, it is composed of theories like Carroll's pyramid; and "before profit obligations" with a different premise giving priority to moral values over others, focusing on social and public corporate responsibility but also economic aspects. The Corporate Social Performance theory encompasses these three aspects (Wartick & Cochran, 1985). The second stream is characterized by being against CSR, saying that organizations may do everything they can to maximize profits, an excellent example of this is Friedman's positioning regarding the role of business in society (1970). The third stream gives particular importance to the relationship between CSR and stakeholders theory. The standard definition of stakeholder is the group of individuals or organizations that have interests linked with what is going on inside the organization and can have direct (primary stakeholders) and indirect impact (secondary stakeholders) (Freeman, 1984). With this, a new attempt to describe the construction of CSR theory considers all the stakeholders's (internal, primarily employees and external, society and environment) attitudes and behaviors, making it an active part of the company's sustainability (Freeman, 1984).

In accordance with this theory, Roeck et al. (2013) theorized that corporate social responsibility is related to attitudes beyond a company's economic interests, such as corporate behaviors, positively affecting stakeholders.

Rupp et al. (2006), look to CSR in another way where a third party was the main point. This conceptualization was based on the sensitiveness of employees with treatments of a third party (another stakeholder), meaning that even if an employee is not primarily concerned with others' opinions, each attitude or behavior may be a consequence of their reaction to the treatments that they received from others.

When literature tries to analyse each dimension, the environment is the one that has a significantly lower dimension ratio. As clarified by Dahlsrud (2006), a reason for this lower ratio may be the formulation made by Carroll (1999) that did not include environmental dimension, influencing the following definitions. However, it is common sense that environmental is a global concern that everyone, including companies are aware of.

CSR was becoming so relevant that it was a necessity to define the concept officially. At least, have an institutional definition that was already done before but needed a first upgrade, and European Union (2001) came with a new definition of CSR that mentioned the legislation application, agreements with social partners, and the integration of environmental, social, ethical, human rights and consumer concerns into their strategy and daily operations working closer in a collaborative environment with their stakeholders. Despite this new definition, due to the increasing interest, there was a necessity to update, more recently, the purpose and emphasize the impact of business on society and upon all part of social life. That is why in its Europe 2020 Strategy, they updated CSR definition and formulated that the impacts on society are responsibility of enterprises (2011).

Even knowing this standard definition, there was still a need to understand better the extension of CSR, for that, Nave and Ferreira (2019), after an extensive analysis of the literature available, conclude that this topic has four main categories: (1) dimension, (2) benefits, (3) value creation and stakeholders and (4) motivations.

It may be more urgent to understand how it is constructed in a specific context and how organizations may take advantage of developing and implementing their business strategy (Dahlsrud, 2006). Thus, CSR started gaining more importance and popularity in the business world as a great concept (Crook, 2005), attracting professional and academic interest at the theoretical and practical aspects. It is visible that now organizations need to change from an objectives-oriented culture to one based on values (Lyon, 2004).

More recently, consumers have started to put pressure on organizations, using social media to spread the word and have more support, meaning that this new subject, CSR, has been developed by companies partly because of this new type of consumerism, the ethical consumerism that forces companies to have a CSR strategy (Asgary & Li, 2016). These actions made all stakeholders pressure organizations to be sustainable at the environmental and social levels (Wiengarten, Lo, & Lam, 2017).

As Porter and Kramer (2011) said, companies that are able to explore these societal needs (CSR) and to apply them strategically have an excellent chance to obtain competitive differentiation, evidencing that CSR has a crucial role when managers are developing the organization strategy (Angus-Leppan et al., 2010). However, following Kao et al., (2016), an exemplary implementation of CSR strategies is strongly related to the ethic of the company founder.

Naturally, companies started having the necessity to managing CSR that had become an important tool to use strategically (McWilliams et al., 2016), linked to social and environmental policies, the board structure (Rao & Tilt, 2016). According to (Shahbaz et al., 2020) powerful board can lead to CSR commitment. Nevertheless, secret and unique formula for every company does not exist, and a CSR strategy may be adapted to each individual business and context (Marrewijk, 2003). Organizations needed a new function, someone that should only be a focus on CSR strategy, a CSO- Chief Sustainability Officer that according to Strand (2014), is a position that works at the macroeconomic level giving a reactive response, being especially important in the reaction during the crisis and recession periods. This professional should ensure the alignment and integration of CSR strategy with the company's overall strategy, working directly with the top managers (Nave & Ferreira, 2019).

Nevertheless, to have an effective CSR program with a positive impact on employees, organizations can not apply for a general program. In this area, standardization does not work correctly. Research found that knowing and understanding externalities, as the country's culture, is critical to the success of practices. Different cultures have different perceptions. In one country, collectivism may result, but in another, individualism may be the mainstream practice, and employees' reaction to each action can change accordingly before CSR implementation (Kim & Scullion, 2013).

Perception is information that is automatically processed as it is encountered by the individual and is one of the most important points of corporate social responsibility being integrated into moral attentiveness. The other dimension of this moral is reflective, where the individual reflects and examines each experience accordingly with their morality (Reynolds, 2008).

Many types of research have analyzed CSR and concluded that these practices have numerous effects on organizations. However, these effects only happen if stakeholders know what the firm is doing, that is why communicating CSR practices effectively is crucial to have positive outcomes (Kim & Ji, 2017). A study conducted on the Chilean environment found that communication of CSR practices from different dimensions has different results (Fernández et al., 2014). Environmental practices communication can lead to adverse effects on the company because this type of action is seen as an obligation. All the stakeholders may understand this communication only as an attempt to have a good reputation and not because the company is concerned about the environment. On the other hand, communicating ethical practices were found to have positive effects. This article also emphasizes that all four dimensions are important, but ethical and social dimensions have higher importance.

Even knowing all the possibilities of effects that CSR may have if the company practice these activities at all levels (or dimensions), the main point that cannot be forgotten to demonstrate employees' outcomes is individual and subjective employees' perception (Akremi et al., 2018). This perception can be clarified by the cognitive theory that suggests essential information about employees' behaviors, decisions, and attitudes are included in the overall perception because a considerable amount of employees' reality is a consequence of it (Robbins & Judge, 2015). Nevertheless, this perception differs from individual to individual, and employees working in the same company may have different judgments of CSR activities conducted by the company (Ong et al., 2018). This makes it easier to understand why communication is a pillar of the success of CSR practices, since employees' perception may have more substantial and more direct implications for their reaction than company's behaviors that employees may not even know about (Rupp et al., 2013).

Convince employees of the company's positive motives to practice CSR may be challenging to manage. Both internal and external CSR practices should have consistency between the company's actions and statements. To have a positive effect, employees must participate in the initiatives to create a link between statements and their actual actions (McShane &

Cunningham, 2012). Otherwise, if companies cannot do it, it will create a conflict between what company's promise and say and its action, resulting in corporate hypocrite that is negatively reflected on employees' attitudes (Alhouti et al., 2016).

1.2. Perceived Organizational Support

The history of organizational support and its perception started with a necessity to understand how some managerial practices, such as rewards, organization values, and attitudes affecting employees, either positively or negatively and, more recently, CSR. Blau (1964) found that employees' perception of organizational support could be influenced by practices frequency and judgment of the genuineness of statements of praise and approval.

Perceived organizational support (POS) is a variable that commonly appears in the literature related to CSR and consequent results that may result from it. For example, it seems to be a good mediator between CSR and affective commitment with the help of meaningfulness of work (MOW) mediating it before (Kim et al., 2018). In this case, as MOW is mediating perceived organizational support, it is important to comprehend the mechanism behind it definitely.

MOW is known as an essential psychological level crucial to the internal improvement of work motivation (Hackman & Oldham, 1976). The same authors suggest, to understand the consequences of work as meaningful, follow the job characteristics model. The model argues that this type of experience in employees' work, such as being complete and challenging, may enhance motivation by the feeling of having work that really matters. It was also found that social context may have an important role within MOW and the model (Grant, 2007). Different mechanisms can influence MOW authenticity (Gecas, 1991), self-esteem, self-efficacy, and purpose (Baumeiste & Vohs, 2002), and belongingness (Homans, 1958).

After understanding some variables behind MOW, it is predictable that at least indirectly, they also influence the perception of organizational support since MOW may facilitate employees POS. Perceived organizational support is strictly related to organizational support theory that suggests that the employees' perception of support provided by the organization for

their well-being, along with recognition and appreciation of their values and efforts in the organization (Eisenberger et al., 1990; Rhoades & Eisenberger, 2002).

Independent of the clarity and evidence of POS through MOW, perception of meaningfulness and subsequent POS is affected by different cultures and even different jobs, as stated by Bauman and Skitka (2012). These authors explain that a doctor or a firefighter will perceive more clearly and more rapidly MOW since their job has a direct and immediate impact on others' lives. In jobs that do not have an immediate impact, communication and CSR practices may be an important tool to use in order to demonstrate the final effects that their jobs have on society.

Initial POS description attempts were based on organizational support theory that enhances three main treatments received from the organization that have a favourable perception: fairness, supervisor support, and organizational rewards and job rewards. About fairness, procedural justice is a crucial variable as well as interactional justice that involves a certain quality of interpersonal treatment, giving particular importance to social aspects. Fair treatments will accumulate and have a stronger effect of POS because it indicates that the organization is concerned with employees' well-being. Supervisor support is as simple as the degree to which their supervisors evaluate and value their contribution and, consequently, concern their well-being (Kottke & Sharafinski, 1988), being easy to understand the relation with POS that is often confused and substituted by perceived supervisor support, said the same author. Lastly, organizational rewards and job rewards are a good example of recognition of individuals who contribute to an organization (Shore & Shore, 1995), and both material (i.e., salary, rank) and non-material or symbolic (i.e., evaluation, MOW) have a significant effect on POS (Eisenberger et al., 1990).

Other studies suggest that, accordingly with the social exchange theory, it is predictable that POS may increase organizational commitment. Since the theory is based on the reciprocity of actions, if employees perceived organizational support, they will tend to give back what they perceived, and if it is positive, employees may change their attitudes positively towards the organization (Aryee et al., 2002). Due to this, employees' affective organizational commitment may increase, like other variables as in-role performance (Riggle et al., 2009).

The positive relationship between organizational commitment and POS is associated with psychological need satisfaction. The fulfilment of employees' psychological, social needs by

enhancing POS may lead, or at least facilitate employees' sense of belonging, which makes employees feel more attached to the organization through organizational commitment (Armeli et al., 1998).

1.3. Affective Commitment

On the period during and after the Covid-19 Pandemic, as said before, the work premises changed, and the recovery journey needs more than ever committed employees helping to achieve sustainability during this volatile and uncertain time (Meyer & Herscovitch, 2001). According to a recent study, even during this uncertainty of COVID-19, affective commitment is key for the relations in the organization, following the reciprocity way (Alshaabani et al., 2021). With this, affective commitment received more importance than before and also employees' perception of organizational practices.

Organizational commitment is a general commitment that can be subdivided into three different commitments presented in literature, namely normative, continuance, and affective (Meyer & Allen, 1997). The same authors define affective commitment as the emotional state that is related to the desire to belong to a company and stay there employed. This commitment dimension makes the individual more likely to make extra efforts for the company, as extra-role activities when compared with employees that feel the obligation to belong (Allen & Meyer, 1990), being the most valuable dimension to individual behaviors in organizations. These extra-role activities that go beyond what is initially on contracts are part of organizational citizenship behavior (Organ & Ryan, 1995) This can happen because affective commitment is probably one of the most vital emotional reactions in a positive way (Uçkum et al., 2020). A study emphasizes the fact that this type of commitment is the most appropriated to deal with work experiences (Meyer et al., 2002).

Firstly, it is important to understand organizational commitment to be able to know what is behind affective commitment. Theoretically, this concept started to gain attention in the 1970s. Although, one of the first attempts was made by Mowday et al. (1982) when argued that it was the degree of identification with implications for the organization. Later, Meyer and Allen

(1991) conceptualizes that it was linked with the relation between employees and their organization in terms of their psychological stage. The concept has evolved, and different attempts were made, for example, defining it as the firmness of an individual attachment to the organization (Meyer & Herscovitch, 2001). In other words, employees' relationship with the organization and their desire to stay employed, overall, their psychological condition, can be defined as organizational commitment (Kim et al., 2021).

Organizational justice relates to the perception that employees have about fairness in their jobs and how it influences other variables related to their functions (Moorman, 1991). Organizational justice has three dimensions: distributive, interactional, and procedural, being this last one the most important of the three when relating it to affective commitment (Cohen-Charash & Spector, 2001). This can be explained by the social exchange theory when describing employees' affective commitment and procedural justice perception (Moon et al., 2014). Organizational justice is conceptualized by Lind and Tyler (1988, p. 161) as "the fairness of the process by which benefits are determined". This variable happens when organization practices have some normative accepted principles incorporated (Cohen-Charash & Spector, 2001).

Employees' organizational commitment and employees' responses to CSR practices can be explained by the social exchange theory and organizational justice (Moon et al., 2014).

Across time, other attempts to define organizational justice were made. It is seen as the rules related to fair treatment of employees' inward organization (Skarlicki & Kulik, 2005). Social exchange theory suggests that the social behaviors of individuals are an exchange of material and non-material, in general goods, as prestige or approval on an organization (Homans, 1958). According to Moon et al. (2014), this theory considers reciprocity of employees' perception of mutual obligations of their organization, meaning that if employees perceived commitment by the organization, their response, following this theory, may be having stronger commitment. In other words, a favorable action of a first party concerning a second party creates a reciprocal obligation to respond accordingly (Blau, 1964). Cropanzano and Mitchell (2005) refer that what distinguishes this theory is the nature of the transaction. It is not the standard work transaction (financial), the social component is what differs and triggers the reciprocity.

Even knowing that CSR practices may trigger off reciprocity actions, to understand more precisely this mechanism, a study suggested two types of employees reciprocities that involve restricted exchanges and generalized exchange (Farooq et al., 2014). Restricted exchanges are

employees' focused CSR practices that directly influence their well-being, specifically the economic CSR dimension. On the other hand, a generalized exchange is the practices that directly affect other stakeholders besides employees, such as the community. However, it indirectly affects employees, being an excellent example of the philanthropic dimension. The authors consummate that overall CSR activities affect in a positive way organizational trust and consequently affective commitment.

Perceived CSR by employees has been tested in different scenarios and on various outcomes, such as commitment (Song et al., 2014), and the results are not precise when explaining if this perception positively affects employees' organizational commitment. Cha et al. (2016), clarify that an explanation for the ambiguous results may be the individual judgment and attributions that stakeholders make about CSR practices. Attributions induced by CSR may significantly influence employees' perceived organizational support and affective commitment (Donia et al., 2017). Kelley and Michela (1980), conceptualized the attributions theory claiming that individuals' attributions of real motives that drive companies to practice CSR affect employees' attitudes and behaviors. These attributions are a critical factor to outline their attitudes and are independent of the main motives that lead companies to practice CSR activities (Ahmad et al., 2019). These results are corroborated both in cross sector studies and more specific context studies, such as the hospitality sector (Boğan & Sarıışık, 2020).

To comprehend the mechanism behind CSR perception and consequent behaviors, it is essential to look at the theory of social identity, which according to various authors, is one of the bases of employee perception and their behavior (Kunda et al., 2019). The first attempt to define this theory was made by Tajfel (1978) as a self-concept. It was clarified as being part of an organization is the main driver of an individual (Ashforth & Mael, 1989). Social identity aimed to analyze all the implications of CSR activities on employees' perception, whether positive or negative (Kim et al., 2017). The theory has an integrative approach enabling individuals (employees) to identify themselves as active participants of groups creating a success or failure perception consolidated with the primary goal of their organization (Ashforth & Mael, 1989).

In one attempt to understand the link between employees' attributions and affective commitment it was constructed a model postulating that if companies practice fair actions

towards all the stakeholders, it would influence employees' work and consequently their behaviors. It was the fairness theory (Ambrose, 2002). Another model tried a different approach. The model of organizational justice (Cropanzano et al., 2001), affirms that the perception of employees starts with the daily practices and actions that organizations have towards all the stakeholders and society, even if that actions do not affect the employee directly. This may be explained by the fact that employees have an automatic response driven by their morality, and it leads to an injustice perception related to the need for a meaningful existence, which is not compatible with injustice (Rupp et al., 2006).

Since the perception of fairness can not be predicted and generalized at the theoretical level, get unbiased results is not easy. This may explain the different effects that are found when studying literature on this area, some studies suggest legal CSR be the strongest when looking to the link with organizational commitment (Song et al., 2014), but it is also found that ethical dimension was the one that affects more (Peterson, 2004).

Understanding the importance and the concept of the attributes is critical in order to know what mechanisms can affect them. A study about CSR- induced attributions found two dimensions: intrinsic, linked to selfless motives fulfilling their obligations with the society that can bring competitive advantage through employees, and extrinsic, where the main objective is to increase company's well-being, linked to self-interested motives (Du et al., 2007). Both dimensions were tested to see which of them had a more substantial effect on affective commitment, and the conclusion in the hospitality sector was that intrinsic might increase the affective commitment, but on the other hand, extrinsic may decrease (Boğan & Sarıışık, 2020).

Even knowing that perceived CSR practices, in general, may have different effects according to employees' attributions, it is known that two dimensions of CSR, economic and philanthropic have a significantly more substantial impact on affective commitment (Kim et al., 2021). However, these dimensions are not the only ones that have found evidence about a positive effect, ethic CSR dimension is another example.

Participation in CSR activities increases employees' perception, as much as their wages, health, safety, and personal development leading to a better evaluation of organization CSR activities, made voluntarily, and comparing them to other organizations. Consequently, employees may feel proud of the organization where they work and develop positive feelings towards the organization that is reflected in their commitment and work (Rego et al., 2011).

The affective commitment was found to have more positive links with other variables. Organization-based self-esteem (OBSE) is another example of a variable that has positive effects on affective commitment (Bowling et al., 2010). Pierce et al. (1989) suggested that his variable fits in the self-consistency theory, which specifies a strong relationship between self-esteem and employees' attitudes, the more self-esteem an employee has, the more likely it is to have a positive job attitude (Korman, 1970).

One more time, employee perception is the key to this variable. In this case, CSR programs may be aligned with their values in order to affect positively their self-esteem, which affects their organizational commitment (Gond et al., 2010).

Literature has shown that the relationship between OBSE and affective commitment is moderated by a variable conceptually similar to organizational justice that is organization morality. This relationship concluded by Ellemers (2011), corroborates the studies that suggest CSR practices may influence employees' work attitudes, including organizational commitment (Roeck & Maon, 2018).

The relation between employee's perception of CSR and commitment is also highly related to the need to belong (Roeck & Maon, 2018). In other words, means the ambition of belonging and being accepted by the company (Leary et al., 2013). The mechanism beyond this relationship is explained by Bouraoui et al. (2020), that affirm that when CSR practices are perceived at a low level by employees that have a high need to belong, they tend to ignore the differences between their own values and organization values in order to do not decrease their belonging to the group and feel accepted. A direct implication of this is that employees may profit from a social situation when they have a high need to belong (Leary, 2010). The final consequence of this increased need to belong and subsequential willingness to ignore the low perception of CSR is reflected in the less salient effect of CSR practices on affective commitment.

When looking at all CSR dimensions, the ethical dimension stands out as being the better predictor of organizational commitment (Peterson, 2004). This may be because ethical CSR activities are customarily associated with employees' treatment and fairness (Maignan & Ferrell, 2001). In a recent study, the results were slightly different. Economic and philanthropic

dimensions also influence directly affective commitment. However, they have no significant indirect effects on affective commitment via OBSE or procedural justice (Kim et al., 2021).

Besides the previous influences that were found to affect CSR practices and affective commitment, exists more, for example corporate trust and identification (Islam et al., 2018). Affective commitment seems to be a good mediator for this study since the previous studies found influence that CSR practices have on it, and the results on attitudes that may affect individual performance.

1.4. Individual Performance

The study of this variable may be the differentiator factor for implementing CSR practices in a company since companies have to find a good reason to invest in this area, giving positive outcomes to companies (Zhu et al., 2016). Otherwise, CSR implementation will not be on companies' main goal for a long time.

Firstly, there is no specific definition and can vary according to the type of professional you are and the industry you work on. Due to this lack of certainty on this topic, some authors, instead of trying to understand it from a human resources management (HRM) perspective, focus on performance with a more closed and straightforward definition. In "cybernetic" terms, where they had the conclusion that it is a process-based work "system", that like an "open system model" of HRM, having inputs given by the employee, human resources throughout and then output, that was the final result, concluding that employees inputs were only indicators of potential performance and not the actual performance itself (Wright & McMahan, 1992).

But we can, at least, highlight two facets: it is a subjective constructed phenomenon on the one hand, and on the other hand, it is open-ended and multidimensional. It is relevant to understand that "what is important about performance is not just how "high" or "low" it is but also how it is defined and measured, by whom and for what purpose" (Shields, et al., 2016, p. 3).

Authors like Campbell et al. (1990) agree that performance conceptualization has to differentiate between an action aspect (behaviors relevant for organizational goals) and an outcome aspect of performance (consequence/ result of the individual's behavior).

Nevertheless, outcomes aspects have a dependency on other external factors, not only the individual behavior aspect. Sonnentag's (2003) example is helpful to understand this dependency, a teacher that ideally shares his/her knowledge to the students, behavioral aspect of performance only succeed in sharing with one of the students because the other has an intellectual deficit (outcome aspect of performance).

An extensive analysis of different studies let Sonnentag (2003) conclude that exist three different performance perspectives: (1) individual, (2) situational, and (3) performance regulation perspective. Happens more often than it should, but individual performance does not have the importance, or investment than another aspect of business, although, companies from every industry need individual to have high performance, in order to achieve company's goals argues the same author

It is interesting to talk about individual performance and try to find a reason for different performance outcomes that usually are linked to different individual abilities, motivations, or personalities. In an attempt to understand these different individual results Campbell et al., (1990) proposed a general model of individual differences in performance that became very influential. This model has three main determinants: (1) declarative knowledge, (2) procedural knowledge and skills, and (3) motivations.

After this brief view about overall and individual performance, it is time to understand research done with this concept linked with the main topic of this thesis, CSR. The rising interest in CSR and the necessity to include it in companies' strategy advanced questions about how it influenced performance at both levels (Gond & Herrbach, 2006).

Even though it was a very superficial analysis, it was concluded that programs for corporate social responsibility and related projects within the organization structure facilitate performance (Cantrell & Kyriazis, 2015).

Most of the research focuses on organizational aspects of performance, such as Marti et al. (2015). Until 2009, only a few studies talk about CSR and individual performance, and the authors who did that did not do it as the main topic, but with a model that sees CSR relationship with performance in different dimensions, including efficiency and productivity Vilanosa et al. (2009).

However, it has been proved that individual performance can be positively influenced by some variables. A great example of that is authentic leadership (Ribeiro et al., 2018; Wang et al., 2012), being confirmed to influence individual performance with the mediation of affective commitment (Duarte et al., 2021).

Authentic leadership has four dimensions, such as relational transparency, balanced information processing, self-awareness, and internalized moral perspective (Walumbwa et al., 2007). This type of leadership can be defined as "positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, [thereby] fostering positive self-development" (Luthans & Avolio, 2003, p.243).

Similarly, with others variables, the relationship between this style of leadership and individual performance can be explained by the social exchange theory (Blau, 1964). In this specific case, the authentic leadership style of management, when perceived by employees, will create a feeling of obligation to have reciprocated behaviors, improving their performance. Individual performance improvement through authentic leadership can still be view in a slightly different vision. The leaders' ethical approach may create a feeling of freedom in employees, making them more self-sufficient, following the parameters of their job (Levy , 2020).

Another critical aspect of performance is communication. Defining the exact role of an employee is critical for long-term success and increase their performance. Since the company environment is constantly changing and companies have to adapt to the circumstances, supervisors may adapt the roles and communicate it to employees, making them aware of what is their specific role resulting in higher performance and encouraging them to seek feedback (Levy & Williams, 2004).

On a daily basis, performance is almost automatically associated with age in the company. At the first view, it seems coherent because if an employee is working for a longer time on his/her organization, s/he may know more deeply all the effects that each attitude has because of routines, accumulated reputation, and organizational rigidity (Coad et al., 2018). However, it had to be studied to see if this view was had a significant effect, and only a few studies did it.

Individual performance is strictly related to a specific and genuine employee need, seeking rewards concerning their satisfaction and performance. It seems to be a central topic of this subject because if employees feel that they are rewarded fairly, they will be motivated, which

increases individual and, consequently, organizational performance (Herhausen et al., 2017). Rewarding can be material, salary, for example, or non-material, as organizational support or affective commitment, being predictable, that these variables may be a good mediation variable to increase individual performance.

According to Turban and Greening (1997), a supportive attitude from the organization towards employees may increase attraction, retained employees, and motivate human resources ratio and consequently decrease turnover and increasing productivity.

Social identity theory can help on the association between performance and affective commitment. Primarily, it is essential to notice that identification is a concept similar to affective commitment since it is the emotional attachment of an employee to an organization (Allen & Meyer, 1990). However, it is not precisely the same because identification has a cognitive and self-definitional aspect (Ashforth & Mael, 1989). According to Knippenberg (2001) social identity is relevant to demonstrate a positive effect of work motivation on performance, which is confirmed, at least on simple tasks.

1.5. Research Model and Hypotheses

Based on the literature review presented above, the main objective of this study is to analyse how perceived CSR is related with individual performance and explore the mediation effect of perceived organizational support and affective commitment in this relationship.

It was used a tri-dimensional approach to the conceptualization and measurement of CSR identical to Duarte and Neves (2011) that was complemented after this first analyses (Duarte et al., 2019) to analyse the relationship between perceived corporate social responsibility and individual performance. This approach is composed by CSR towards employees, CSR towards community and environment, and Economic CSR, three dimensions of CSR.

Based on the literature review, it is hypothesized that employees' perceptions of companies' CSR practices in the three dimension may increase their individual performance. The increment of perceived organizational support and affective commitment can explain this relationship.

According to literature, both variables can be influenced by CSR practices and are strong predictors of individual performance. The reasearch hypotheses are:

H1: Perceived CSR is positively related to individual performance.

H1a: Perceived CSR towards employees is positively related to individual performance.

H1b: Perceived CSR towards community and environment is positively related to individual performance.

H1c: Perceived economic CSR is positively related to individual performance.

H2: Perceived organizational support mediates the relation between perceived CSR and individual performance.

H2a: Perceived organizational support mediates the relation between perceived CSR towards employees and individual performance.

H2b: Perceived organizational support mediates the relation between perceived CSR towards community and environment and individual performance.

H2c: Perceived organizational support mediates the relation between perceived economic CSR and individual performance.

H3: Affective commitment mediates the relation between perceived CSR and individual performance.

H3a: Affective commitment mediates the relation between perceived CSR towards employees and individual performance.

H3b: Affective commitment mediates the relation between perceived CSR towards community and environment and individual performance.

H3c: Affective commitment mediates the relation between perceived economic CSR and individual performance.

Figure 1.1. depicts the simplified double mediation model of the present study.

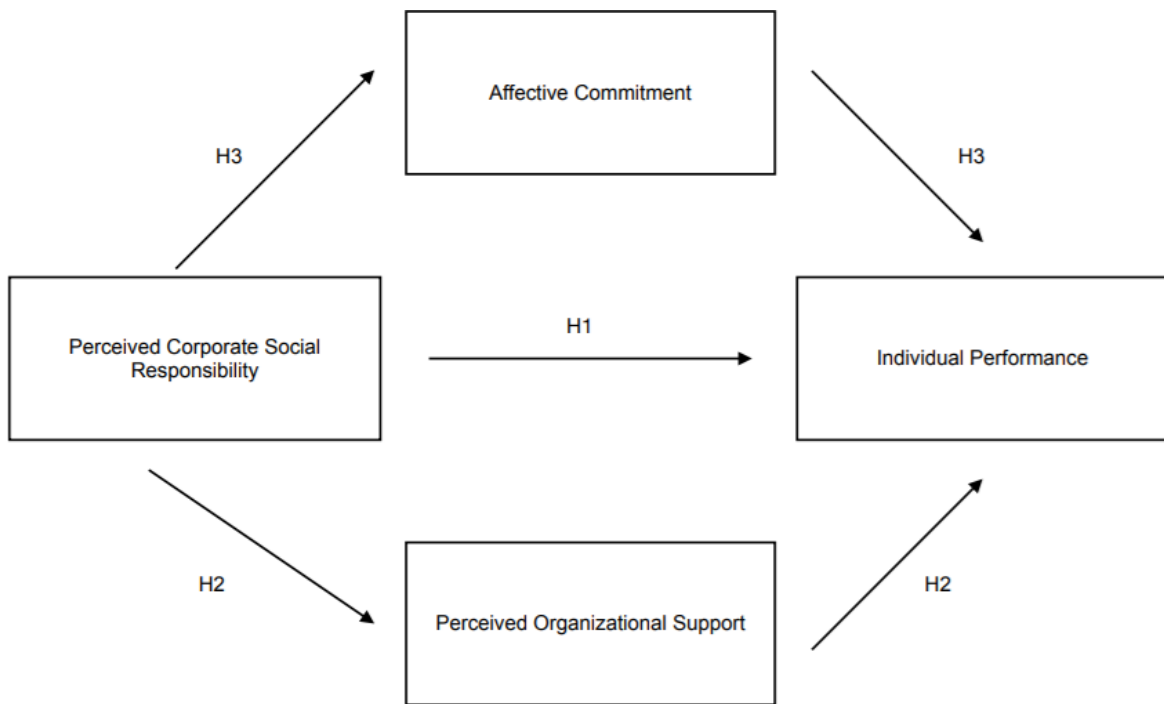


Figure 1.1. Research Model

Chapter 2 - Method

This study follows a quantitative, transversal, and correlational approach. A questionnaire was used to collect data on the variables in the research model.

2.1 Procedures and Participants

Qualtrics software was used to develop the questionnaire that collected data from different people that participated after it being shared on social media, such as LinkedIn, WhatsApp and Facebook, making this non-probabilistic, convenience sample. These participants were chosen from the employed population in Portugal and had to be working for at least three months for the present company. The questionnaire was available between April 3rd and May 11th, 2021.

The questionnaire was made during a period of general uncertainty and fear, because the whole world, including Portugal, was stuck at home due to COVID-19 pandemic in lockdown (the first one in our country) and the majority of the participants were working from home, a completely new reality. In an attempt to have unbiased answers, the questionnaire had an introduction stating that all the responses should take into consideration the work situation before the pandemic.

The questionnaire had a total of 313 participants, but only 213 have completed all the groups of questions. After a first analysis of the 213 completed questionnaires, only 190 were able to proceed to the main analysis since the other participants did not meet the inclusion criterion.

The study had participants with ages between 21 and 67 years, with a mean of 34.01 years and a standard deviation of 12.95. The majority of the participants were female (60,52%). Regarding the education, only 6,80% of the participants do not have a bachelor's degree, 46,80% have a bachelor's and 46,33% have a higher level of education than a bachelor's degree. Regarding tenure in organization, it varies between the minimum accepted (three months) and goes until 40 years, being 5.47 years the mean with a standard deviation of 8,78. The employment situation has percentages of 64.71% for a permanent employment contract and 35.33% of participants have a fixed-term contract. Only 25,79% of the participants have a leadership position.

Analysing the organizations where participants were working at the time of the study, a variety of sectors were achieved. The tertiary sector was composed by 93,16% of the participants against 5,26% in the secondary and 1,58% in the primary sector. The participants

were divided in different types of organization, where the main two were private organizations with 77,91% and 17,37% for public. Looking to profit, 76,84% of the companies were participants work have for-profit orientation. The final part of the demographic questions was about the size of the organization, 41,05% of the individuals work in big companies with more than 250 workers, 27,89% with more than 50 and a maximum of 250, working on companies with 10 to 49 workers were 13,68% and 17,37% with only nine workers or less.

2.2 Instrument

The questionnaire was composed by the following measures. Except for the individual performance scale, participants were asked to respond to the measures using a five-point response scale (Likert-type) where 1 corresponds to “Strongly disagree” and 5 to “Strongly agree”, according to their situation in the organization.

2.2.1 Perceived Social Responsibility Scale

To measure employees’ perception of their organization’s engagement in socially responsibility practices was used the Perceived Social Responsibility Scale by Duarte (2011), composed by 16 items. These items were divided into three dimensions. CSR towards employees has seven items, such as “Promote equality between Men and Women”, six items linked to CSR towards community and environment, “Gives support to social causes”, for example, and three items of perceived economic CSR, such as, “Guarantees the salary payment in time” (Annex B). Analysing each dimension, can be found good internal consistency since the Cronbach’s alpha coefficient is 0.83 for CSR towards employees, 0.88 for CSR towards community and environment, and 0.73 for perceived economic CSR.

2.2.2 Perceived Organizational Support Scale

Employees’ perception of organizational support was evaluated using the scale by Eisenberger et al. (1986). From the original scale of 36 items, 8 of them were chosen (e.g. My organization do not recognize an extra effort from me) and perceived organizational support is the result of the averages of the responses attributed to the different items (Annex C). The Cronbach’s alpha coefficient is 0.92.

2.2.3 Affective Commitment

Regarding the Affective Commitment it was used a scale with 6 items developed by Allen and Meyer (1990). One of these 6 items was “This organization has a special meaning for me” and

the final affective commitment value was the average of the 6 items (annex D). In this case, the value of Cronbach's alpha is 0.85.

2.2.4 Individual Performance

The level of individual performance of the questionnaire participants was measured according to the Scale of Individual Performance used by Rego and Cunha (2009). This scale was adapted from a previous study by Staples et al. (1998), where three of the four items that this new scale has come from (e.g. "My colleagues consider that I am a productive worker"). The value of individual performance was the average of the answers (annex E). The Cronbach's alpha coefficient is 0.83. Participants were asked to respond following a scale of seven points (Likert-type) where 1 corresponds to "Nothing strictly applies to me" and 7 to "Totally applies to me", according to their situation in the organization.

2.2.5 Socio-Demographic variables

This questionnaire also included a section dedicated to sociodemographic data, such as, gender, age, employment situation, social desirability, etc. that can be seen on annex A.

2.2.6 Social Desirability Scale

Social desirability was included on this study as a control variable since the individual performance was a self-evaluation and was necessary to have a variable that represent the need that everyone has to be socially accepted (Pechorro et al., 2012). Knowing this, would be expected that the participants had socially accepted answers, thus reporting more positive self-evaluations. Although the alfa coefficient was low (0.44), the variability of the variable was good, so it was decided to include this variables in the subsequent analysis.

Chapter 3 - Results

The next step analysed in the chapter are the results of the data analysis obtained on IBM SPSS Advanced Statistics. The first topic of this chapter is about the relation between the three dimensions of perceived CSR, perceived organizational support, affective commitment, individual performance, and the social demographics variables. The second topic covered is the mediation effect of perceived organizational support and affective commitment on the three dimensions of perceived CSR and individual performance.

3.1 Descriptive analysis and correlations

In this topic the analysis will be focused on the different means and standard deviations of the variables of the model (Table 3.1). Regarding the first variable, perceived CSR towards employees, after analysing the table 3.1 it can be concluded that this dimension of CSR is perceived as significant since the values are higher than the mid-point of the response scale ($M=3.75$; $SD= 0.7$) in a scale with five points. Perceived economic CSR has the higher significance out of the three dimensions ($M=4.18$; $SD=0.75$). The last dimension, perceived CSR towards environment and community, similarly to the previous dimensions, is also significant even knowing that has the lower value ($M=3.30$; $SD=0.91$). Looking at the mediator variables, both have scales from one to five and the answers of the participants demonstrate that both are significant. Perceived organizational support has values above the mid-point with $M=3.51$ ($SD=0.86$), on the other hand, affective commitment, even being slightly lower that the first mediator is still relevant with a value of $M=3.45$ ($SD=0.87$). The last variable, individual performance, has a different scale measured from one to seven, but it is still significant ($M=5.27$; $SD=0.97$).

The next step of the analysis is to investigate the correlations between the variables. To do this analysis, it was used the Spearman correlation coefficient since some variables were nominal and ordinal, representing a much better option than Pearson coefficient. The Spearman coefficient allows to calculate the positive or negative relation between all variables, depending on how close they are from -1 or 1. With this mechanism it is also possible to understand if the relation is significant or not (Schober et al., 2018).

Starting with the first variable, CSR and the different dimensions, the correlations between each of them have to be measured. The perceived CSR towards employees and perceived

economic CSR have a moderate positive correlation between them ($\rho=.55, p<.01$), and even knowing that the moderate positive correlation is lower looking at perceived CSR towards employees and perceived CSR towards community and environment, it is still strong ($\rho=0.52, p<.01$). The last correlation between the dimensions of CSR is perceived economic CSR variable and perceived CSR towards community and environment, having the lowest correlation of the dimensions but still moderate and positive ($\rho=.33, p<.01$). After this results it can be concluded that the perceived CSR activities towards employees are strongly associated with perceived economic CSR, being more positively associated when compared the first variable with perceived CSR activities related with community and environment, even knowing that the different is not substantial. The last relation of the three dimensions, that have as intervenient the perceived CSR variable towards community and environment and perceived economic CSR, has the lowest correlation. Although, it is the lowest, both are positively associated. This result between the three dimensions of CSR was expected because the variables were all part of the same main variable.

After knowing that the main variable has significant correlations between their dimensions, it is time to focus on how the different dimensions of perceived CSR behave with perceived organizational support and affective commitment, the mediator variables. Although some dimensions of perceived CSR are more correlated with the mediators than other, it can be concluded that all these correlations are positive and moderated. Starting the analysis with the variable perceived CSR towards employees, it is noticeable that has the strongest correlation with both mediators, having the higher one with perceived organizational support variable ($\rho=.62, p<.01$) and a lower correlation with affective commitment variable ($\rho=.43, p<.01$). Continuing with the analysis from the strong correlation of perceived CSR with the mediators, the third strongest is the correlation between perceived economic CSR variable and perceived organizational support ($\rho=.38, p<.01$). Following the last variable, perceived organizational support, and its correlation with perceived CSR towards community and environment the value is very close from the previous correlation ($\rho=.36, p<.01$). The last variable is the affective commitment, and its correlation has the same value for both perceived CSR toward community and environment variable and perceived economic CSR variable ($\rho=.31, p<.01$). The results can be understood in the following way: when one variable increases, the other variable also increases, meaning that every time that the participants perceived more one of the three CSR dimensions, their perceived organizational support and their affective commitment are also higher.

The last step of the analysis of the non-sociodemographic variables is to interpret the correlations between both mediator variables, perceived organizational support and affective commitment, and individual performance. Regarding the relation of individual performance and perceived organizational support, the correlation is positive ($\rho=.24, p<.01$). The affective commitment and individual performance are also positively correlated, but not so strongly as the previous correlation ($\rho=.15, p<.05$). The results demonstrate that if the mediator variables increase, the individual performance will also increase, even knowing that it will happen in different values. These results are important for our model, since all the variables presented have significant relations between them.

Concerning the sociodemographic variables, it was essential to understand which of them were correlated with the criterion variable, individual performance. The sociodemographic variables analysed on the study were gender, age, employment situation, academic qualifications, tenure, if participant holds a leadership position and social desirability. From this sample of variables, it was found that only three were strongly correlated with individual performance. These group of three variables was composed by tenure ($\rho=.17, p<.05$), leadership position ($\rho=-.20, p<.01$) and social desirability ($\rho=.20, p<.01$). With the correlation values that resulted from the analysis, the sociodemographic variables above were considered in the mediation model.

Table 3.1- Means, SDs, Correlations between Variables and Internal consistency

	M	SD	1	2	3	4	5	6
1 - Perceived CSR Employees	3,75	0,70	(0,83)					
2 - Perceived CSR Environment	3,30	0,91	0,52**	(0,88)				
3 - Perceived CSR Economy	4,18	0,75	0,55**	0,33**	(0,73)			
4 - Perceived Organizational Support	3,51	0,86	0,62**	0,36**	0,38**	(0,92)		
5 - Affective Commitment	3,45	0,87	0,43**	0,31**	0,31**	0,67**	(0,85)	
6 - Individual Performance	5,27	0,97	0,13	0,08	0,25**	0,24**	0,15*	(0,83)
7 - Tenure	5,47	8,78	-0,05	-0,10	-0,03	-0,04	0,24**	0,17*
8 - Leadership Position	-	-	-0,13	0,03	-0,07	-0,25**	-0,35**	-0,20**
9 - Social Desirability	20,45	1,76	0,09	0,05	0,07	0,14	0,06	0,20**

**p<01 *p<05 M - Mean SD - Standard Deviation

Cronbach's Alpha is in parentheses

Leadership Position. 0= Yes, 1=No

3.2 Mediation Analysis

The mediation model analysis continued with the method used by (Hayes and Preacher, 2013). In this step all the non-sociodemographic variables are included, such as both mediators, the predictor and individual performance, as well as the sociodemographic variables that have significant correlation with the individual performance (tenure, leadership position and social desirability). To have an appropriate and complete analysis, it was developed three different analyses, one for each predictor variables, perceived CSR towards employees, perceived economic CSR and perceived CSR towards community and environment.

The first mediation analysis was conducted using as a predictor variable, the perceived CSR towards employees and as covariates the other dimensions of perceived CSR and the sociodemographic variables. As it is expressed in Table 3.2, perceived CSR towards employees does not have a significant total effect on individual performance ($B=-.07$; $[-.33; .19]$), going against the first hypothesis, H1a, that proposed that perceived CSR towards employees would positively affect individual performance, the opposite of what results suggest.

Looking on the effect that the employees' dimension of CSR has on affective commitment, it is significant and positive ($B=0.33$; $].13; .54[$). However, the affective commitment does not have a statistically significant effect on individual performance ($B=-0.11$; $[-.32; .11[$). Analysing the indirect effect of the same mediator variable, the mediation effect is not significant and negative ($B=-.04$; $[-.13; .04[$), going again counter to what was hypothesized, in this case hypothesis H3a, that presumed a positive relation between the variables perceived CSR towards employees and individual performance, resulting on a not empirically supported hypothesis.

Regarding the other mediator variable, perceived CSR towards employees has a positive and significant effect on the perceived organizational support ($B=0.63$; $].45; .82[$). Participants organizational support perception has a positive and significant effect on individual performance ($B=0.30$; $].06; .55[$), meaning that if perceived organizational support increases, consequently the performance of participants would also increase. The indirect effect of perceived CSR towards employees on individual performance with the mediation of perceived organizational support is also significant and positive ($B=0.19$; $].01; .39[$). The results corroborate the hypothesis H2a, showing that if perceived CSR towards employees increases,

with the mediation of perceived organizational support, the performance of the participants would also increase.

The last relation that should be analysed is the direct effect that perceive CSR towards employees has on the individual performance. In this case, it is negative and statistically non significant ($B=-0.23$; $[-.01; .39]$). Completing the analysis with the other variables, only perceived organizational support has a mediating effect on the relation between the predictor variable and individual performance, making it fully mediated by perceived organizational support. This means that perceived CSR towards employees increases the participants perception of organizational support, leading to an increment of individual performance.

Table 3.2- Total, Direct and Indirect effects of X (CSR Employees) on Y (Individual Performance)

Predictor Variables	Affective Commitment				Perceived Organizational Support				Individual Performance			
	B	SE	95% IC	B	SE	95% IC	B	SE	95% IC	B	SE	95% IC
Total Effect												
Constant							2.46	0.89	0.69; 4.22			
Perceived CSR Employees							-0.07	0.13	-0.33; 0.19			
Perceived CSR Economy							0.32	0.11	0.10; 0.53			
Perceived CSR Environment							0.02	0.09	-0.15; 0.19			
Social Desirability							0.09	0.04	0.01; 0.17			
Leadership Position							-0.29	0.17	-0.81; 0.04			
Tenure							0.01	0.01	-0.01; 0.02			
Direct Effect												
Constant	1.75	0.72	0.33; 3.16	0.17	0.64	-1.09; 1.44	2.59	0.90	0.82; 4.37			
Perceived CSR Employees	0.33	0.10	0.12; 0.54	0.63	0.09	0.45; 0.82	-0.23	0.14	-0.01; 0.39			
Affective Commitment							-0.11	0.11	-0.32; 0.11			
PO Support							0.30	0.12	0.06; 0.55			
Perceived CSR Economy	0.10	0.09	-0.07; 0.28	0.07	0.08	-0.09; 0.22	0.31	0.11	0.09; 0.52			
Perceived CSR Environment	0.15	0.07	0.01; 0.29	0.07	0.06	-0.05; 0.20	0.01	0.09	-0.18; 0.19			
Social Desirability	-0.01	0.03	-0.07; 0.06	0.04	0.03	-0.02; 0.09	0.08	0.04	0.00; 0.16			
Leadership Position	-0.52	0.13	-0.78; -0.26	-0.39	0.12	-0.63; -0.16	-0.22	0.17	-0.58; 0.11			
Tenure	0.01	0.01	0.00; 0.02	-0.01	0.01	-0.02; 0.00	0.01	0.01	-0.01; 0.03			
Indirect Effect												
Total							0.16	0.08	0.01; 0.32			
Affective Commitment							-0.04	0.04	-0.13; 0.04			
PO Support							0.19	0.10	0.01; 0.39			
	R ² =0.29			R ² =0.43			R ² =0.15					
	F _(6, 183) =12.70			F _(6, 183) =22.72			F _(6, 183) =3.89					

The second mediation has as predictor the perceived CSR towards community and environment and as covariates the perceived CSR towards employees and perceived economic CSR, as well as the other social demographic variables. The first effect analysed is between the predictor under analysis and the individual performance, that has a positive but not significant total effect ($B=0.02$; $[-.15; .19]$). This relation reflected on Table 3.3 contradict hypothesis H1b that says that this dimension of CSR positively affects individual performance.

This predictor variable has a positive and significant effect on the affective commitment variable ($B=0.15$; $[.01; .29]$). Looking to the affective commitment effect on individual performance, it is negative and non statistically significant ($B=-0.11$; $[-.32; .11]$). Regarding the indirect effect that affective commitment has on individual performance, it is not significant and negative ($B=-0.02$; $[-.06; .02]$). The results guide the analysis to a rejection of hypothesis H3b, that predict a positively relation between the predictor and individual performance with a mediation of affective commitment.

Continuing the analysis, the effect that perceived CSR towards community and environment has on perceived organizational support, the table shows that the relation is positive but not significant ($B= 0.07$; $[-.05; .20]$). This positively effect persists when looking to perceived organizational support relation with individual performance, although in this case the effect is significant ($B=0.30$; $[.06; .55]$). Analysing the final relation of this mediator, it can be seen that the indirect effect of this dimension of perceived CSR and individual performance is positive but not significant ($B=0.02$; $[-.02; .07]$), resulting on H2b rejection.

Taken together these results, there is no evidence that perceived organizational support or affective commitment mediate the relation between perceived CSR towards community and environment and individual performance.

Table 3.3- Total, Direct and Indirect effects of X (CSR Community and Environment) on Y (Individual Performance)

Predictor Variables	Affective Commitment				Perceived Organizational Support				Individual Performance			
	B	SE	95% IC		B	SE	95% IC		B	SE	95% IC	
Total Effect												
Constant									2.46	0.89	0.69; 4.22	
Perceived CSR Environment									0.02	0.09	-0.15; 0.19	
Perceived CSR Employees									-0.07	0.13	-0.33; 0.19	
Perceived CSR Economy									0.32	0.11	0.10; 0.53	
Social Desirability									0.09	0.04	0.01; 0.17	
Leadership Position									-0.29	0.17	-0.61; 0.04	
Tenure									0.01	0.01	-0.01; 0.02	
Direct Effect												
Constant	1.75	0.71	0.33; 3.16		0.17	0.64	-1.09; 1.44		2.59	0.90	0.82; 4.37	
Perceived CSR Environment	0.15	0.07	0.01; 0.29		0.07	0.06	-0.05; 0.20		0.01	0.09	-0.16; 0.19	
Affective Commitment									-0.11	0.11	-0.32; 0.11	
PO Support									0.30	0.12	0.06; 0.55	
Perceived CSR Employees	0.33	0.10	0.12; 0.54		0.63	0.09	0.45; 0.82		-0.23	0.14	-0.51; 0.06	
Perceived CSR Economy	0.10	0.09	-0.07; 0.29		0.07	0.08	-0.09; 0.22		0.31	0.11	0.09; 0.52	
Social Desirability	-0.01	0.03	-0.07; 0.06		0.04	0.03	-0.02; 0.09		0.08	0.04	0.00; 0.16	
Leadership Position	-0.52	0.13	-0.78; -0.28		-0.39	0.12	-0.63; -0.16		-0.22	0.17	-0.56; 0.11	
Tenure	0.01	0.01	0.00; 0.02		-0.01	0.01	-0.02; 0.00		0.01	0.01	-0.01; 0.03	
Indirect Effect												
Total									0.01	0.03	-0.05; 0.05	
Affective Commitment									-0.02	0.02	-0.06; 0.02	
PO Support									0.02	0.02	-0.02; 0.07	
	R ² =0.29				R ² =0.43				R ² =0.15			
	F _(6,153) = 12.70				F _(6,153) = 22.72				F _(6,153) = 3.89			

The last predictor variable under analysis is the perceived economic CSR, and as the previous two mediations, the other dimensions of perceived CSR (employees and community and environment) were used as covariates, along with the sociodemographic variables. The total effect that this predictor variable has on individual performance is positive and significant ($B=0.32$; $].10; .53[$). Corroborating what was predicted on hypothesis H1c.

Turning the attention to the relation between perceived economic CSR and affective commitment, the results show that even being positive there is no statistical significance ($B=0.10$; $]-.07; .28[$). Similarly, analyzing the relation of affective commitment has on individual performance the effect is also insignificant but negative ($B=-0.11$; $]-.32; .11[$). To complement the study of this mediator effect, the indirect effect of it in the relation of perceived economic CSR and individual performance is negative and not significant ($B=-0.01$; $]-.07; .02[$), resulting on an inexistent moderation effect, making H3c not supported empirically.

The effect that perceived economic CSR has on the other mediator, the perceived organizational support is positive but not significant according to the value $B=0.07$ ($]-.09; .22[$). Perceived organizational support relation with individual performance is significant ($B=0.30$; $].06; .55[$). The indirect effect of perceived organizational support is positive but not significant ($B=0.02$; $]-.04; .09[$), giving to hypothesis H2c no empirical support.

Looking at Table 3.4, the direct effect that economic CSR dimension has on individual performance is positive and significant ($B=0.30$; $].06; .55[$), meaning that this variable directly affects individual performance without the intervention of the potential mediating variables examined in this study.

Table 3.4- Total, Direct and Indirect Effects of X (Economic CSR on Y (Individual Performance))

Predictor Variables	Affective Commitment				Perceived Organizational Support				Individual Performance			
	B	SE	95% IC	B	SE	95% IC	B	SE	95% IC	B	SE	95% IC
Total Effect												
Constant				2.46	0.88	0.69; 4.22						
Perceived CSR Economy				0.32	0.11	0.10; 0.53						
Perceived CSR Employees				-0.07	0.13	-0.33; 0.19						
Perceived CSR Environment				0.02	0.09	-0.15; 0.19						
Social Desirability				0.09	0.04	0.01; 0.17						
Leadership Position				-0.29	0.17	-0.61; 0.04						
Tenure				0.01	0.01	-0.01; 0.02						
Direct Effect												
Constant	1.75	0.71	0.33; 3.16	0.17	0.64	-1.09; 1.44	2.59	0.90	0.82; 4.37			
Perceived CSR Economy	0.10	0.09	-0.07; 0.28	0.07	0.08	-0.09; 0.22	0.31	0.11	0.09; 0.52			
Affective Commitment							-0.11	0.11	-0.32; 0.11			
PO Support							0.30	0.12	0.06; 0.55			
Perceived CSR Employees	0.33	0.10	0.12; 0.54	0.63	0.09	0.45; 0.82	-0.23	0.14	-0.51; 0.09			
Perceived CSR Environment	0.15	0.07	0.01; 0.29	0.07	0.06	-0.05; 0.20	0.01	0.09	-0.16; 0.19			
Social Desirability	-0.01	0.03	-0.07; 0.06	0.04	0.03	-0.02; 0.09	0.08	0.04	0.00; 0.16			
Leadership Position	-0.52	0.13	-0.78; -0.26	-0.39	0.12	-0.63; -0.16	-0.22	0.17	-0.56; 0.11			
Tenure	0.01	0.01	0.00; 0.02	-0.01	0.01	-0.02; 0.00	0.01	0.01	-0.01; 0.03			
Indirect Effect												
Total				0.01	0.03	-0.06; 0.07						
Affective Commitment				-0.01	0.02	-0.06; 0.02						
PO Support				0.02	0.03	-0.04; 0.09						
	R ² =0.29			R ² =0.43			R ² =0.15					
	F (6,153) =12.70			F (6,153) =22.72			F (6,153) =3.89					

Chapter 4- Discussion and Conclusions

This thesis had as main objective to understand how perceived corporate social responsibility is related with individual performance. There was a lack of literature regarding these topics and more specifically this relation (Aguinis & Glavas, 2012). The hypotheses of the study conceptualized a mediating effect of affective commitment and perceived organizational support on the relation between employees' perception of corporate social responsibility and their individual performance.

The first hypothesis under analysis, proposed that perceived CSR has a positive effect on individual performance. According to the results of each CSR dimension, only perceived economic CSR have a significant and positive effect on individual performance meaning that if organizations practice CSR activities focused on economic factors, their performance will increase. If a company invests on actions like guarantee the salary payment in time and make an effort to be profitable, will, show to employees more stability, that may result in less stressful employees that make them more focused on work, leading to a higher individual performance.

However, the results were different from what was expected. Activities focused on employees, according to literature, should fulfil a societal need of employees, leading to a higher level of individual performance that results on competitive advantage for the company (Porter & Kramer, 2011). These actions provide to employees' the feeling that they are an essential part of the company and consequently their perception of the company's priorities will change because they know that the main focus is not the profit. But the results showed the economic aspect, is more important.

Since employee's perception is the main basis of this relation, transmit the message gains a critical importance in the process, making the communication necessary to have positive outcomes (Kim & Ji, 2017). It can also help explaining why this dimension is the only of the three that is significant because, it is easier to perceive an action that is directly related to the economic aspect, since it strongly influences the life of employees giving them more stability by knowing that at the economic level their company is healthy and have the tools to assure the payments.

The other two dimensions did not have significance in the relation with individual performance. Previous research found that a reason for this lower ratio of community and

environment CSR dimension could be the basis of the concept of CSR that did not mention this dimension (Dahlsrud, 2006).

The second hypothesis of the study assumed that perceived organizational support mediates the relation between perceived corporate social responsibility and individual performance. This hypothesis was just partially supported since organizational support perception only mediates on of the three dimensions, the CSR towards employees' perception. Knowing this, the real effect of it is that when the employees' perception of CSR increases, they will have a stronger feeling that the organization is giving them more support, which will result in an increment of individual performance.

The mediator variable under analysis is usually related to CSR and meaningfulness of work-MOW (Kim et al., 2018). MOW is directly linked with an internal psychological process of work motivation (Hackman & Oldham, 1976), improving employees' effort on the daily routines which results a higher performance. Although, a meaningful work is based on employees' perception that can vary according to different cultures and jobs (Bauman & Skitka, 2012). If a fireman can easily perceive their MOW, on the business world, companies are the main responsible of this perception, they must give employees the tools for a better perception. Corporate socially responsible activities focused on employees seems to be the perfect tool to increase their perception which will lead the employee to feel more supported by the organization and consequently more productive.

Perceived organizational support may also be explained by the organizational support theory that has three main pillars: fairness, supervisor support and organizational and job rewards. All of them are linked with CSR activities towards employees. Firstly, this type of corporate actions may be seen has a non-monetary reward if the employees' values are aligned with the main objective of that activity and also with the fairness pillar, since this type of activities are perceived as fair treatments directed to employees, making them a sensation of support. The CSR activities, in order to be aligned with the employees' values and expectations may have feedback from them, and the supervisor/leader support, besides the daily task that they have to complete and be evaluated on, may enter here. Again, a strong and a supportive leadership, increases the employees' sense of belonging and reciprocity, and consequently more work executed in a positive way.

An explanation for the insignificance of the other two dimensions, community and environment and economic, may be the indirect effect that they have on other factors that may have less weight on employees' life. Although, activities where the main focus is the economic factor are easily perceived by employees since one of the main objectives of getting a job, is to gain money to survive and have a stable life these employees need may be following the new approach that was talked before, that maximizing profits is not the main focus, in this case, at the individual level. Also, looking to the social exchange theory, it only happens if the perception of the activities occurs and it is much easier to understand when an activity has a direct effect on the employee, than when the main focus is the community or the environment that has an indirect effect on employee according to Freeman (1984).

The last relation hypothesized was between perceived corporate social responsibility and individual performance with the mediation of affective commitment. The results showed that the effect was not significant for all the three dimensions of perceived CSR. However, according to the literature analysed, it was previously proved that CSR activities would increase affective commitment and therefore the individual performance, making the results surprisingly unexpected.

The affective commitment variable can be related to employees' reactions to CSR practices through the social exchange theory and the organizational justice (Moon et al., 2014). The organizational justice is the perception that employees have of fairness in their job and the influence that it has on their duty. According to this, it would be expected that with the CSR practices of each dimension, but more heavily towards employees, would increase the need to reciprocate (social exchange theory) and the fairness of their jobs because these activities are the same for everyone and affect not only the internal stakeholders but also the external stakeholders (community and environment dimension), resulting on an ethic treatment, not only for employees but also for the exterior.

There were even more reasons to believe that the hypothesis would be accepted by the model, especially because of the nature of the CSR practices towards employees and community and environment (non-financial transaction), that according to Cropanzano and Mitchell (2005) is what differs this theory. Nonetheless, besides the nature of transaction of

perceived economic CSR (financial), the reciprocity would also happen with this type of practices known as restricted exchanges (Farooq et al., 2014).

The difference between the practical results and the empirical can be supported by the period that the world was facing during the questionnaire. Due to the COVID-19 pandemic that had heavy effects all around the world, the questionnaire participants were in a completely new situation where there was health and employment uncertainty, leading to a stressful period. The uncertainty had two perspectives, on one hand, most of CSR activities were not happening during this time and if there were any activity happen the perception of it by the employees were considerably low. On the other hand, the perception of organizational support and the affective commitment were almost null, due to the physical isolation.

4.1 Limitations and suggestions for future research

This study has limitations that should take into account when analysing and discussing the results. The first barrier, as was recognized before, was the period when the study was made. During the study the whole world and for this specific case, Portugal, was living a peculiar situation where all the country was in lockdown and almost all the participants were recently working from home or were in lay-off in some situations. This scenario created by the Covid-19 Pandemic can heavily contribute to change the participants feelings and thoughts about specific situation since they are working away from the organization and isolated from their colleagues. This adversity and uncertainty of the present and the future could lead to high levels of stress. Also, the type of questionnaire (online) could be a barrier because if a participant had any doubt, s/he would not have the possibility to question it. Another limitation of this study was the measurement of the individual performance that was based on a self-evaluation criterion, instead of a supervisor view of the performance.

Other fact that could influence the sample were the variety of participants that was low since the group had people that were easy to contact.

In future research the main focus on the individual level should persist, however to have more congruent results, the analysis should be done on a normal context of work, where employees are physically together and there is not such uncertainty. Adding to this, besides doing a presential questionnaire, the individual performance variable should have a different metric and not be centred in the self-evaluation but in a supervisor evaluation. Another path for

future analysis should be the type of organization, since in this thesis did not specified if the organization had to be, private or public, profit or non-profit, it will be a good option to do it and see concrete results regarding the CSR perception and individual performance with the mediation of affective commitment and the perception of organizational support. A final suggestion could be the replacement of a mediator, in this case the weaker, affective commitment, and replace for affective wellbeing, for example.

4.2 Practical implications and conclusion

According to the results presented in this thesis, it can be concluded that if companies support and promote Corporate Social Responsibility practices, especially the practices that have as main target the economic dimension and their employees, they can benefit from it by increasing the employees' individual performance. It was also found empirical proof that the perception of CSR towards community and environment could have significant effects on affective commitment, however, since this mediator variable has no significance in the direct relation to individual performance, the affective commitment mediation effect between CSR towards community and environment and individual performance was also insignificant.

If in the previous century all the resources of a company were only focused on the profit maximization, now the paradigm has change and the only option for companies to succeed is to follow the demand of the market, in this case the new needs of the employees. Since the new and future employees can see besides the salary, the response of the companies should be in accordance with that. This study emphasizes the fact that CSR practices, developed and implemented on an organization, focused on employees have influence in their individual performance that will lead to an overall increment of the organization performance. Corporate social responsibility activities should be seen as an important mechanism of management at the human resources and economic levels, highlighting the importance to have the company identity well defined and a good structure of CSR polices, that only can happen if the responsible of the company, even not having experience in the CSR practices, is aware that these practices exist and have a crucial role to achieve competitive advantage.

When a company invest in this area, as it was reflected on the study, will create a feeling of fairness and reciprocity, resulting on a higher perception of support making the employee feel more valued by the company and consequently the employee will respond with a higher

performance. Employees have societal needs such as feeling that they are desirable and give value to them, showing that their satisfaction is one of the main objectives of their company. This can be easily seen during the study, where one of the sociodemographic variables that had a significant effect on the overall model was the social desirability. Organizations have a lot of ways to show how important employees are with socially responsible practices specially directed towards employees, as giving employees the right tools to work remotely (even after the pandemic), equality between genders, work- life balance, for example.

Previous research has also found that the new generation also aggregate value to companies that are concerned with the community and environment and if a company does not have their values aligned with their practices, new workers would rather have a lower salary but work in an organization with whom they identify than have a higher salary and their values do not match. The same happens with reputation, a study conducted by IBM in 2008 showed that 44% of Millennials would not work in a company with bad CSR reputation, increasing even more the importance of the investment in this area

However, the investment in these policies is not only focused on the execution itself, but also on the communication. The study was based on the perception level of the different CSR activities by the employees and for the message pass clear to the employees it is important to have a good communication. If a company practice a lot of CSR activities on the community but do not communicate it effectively, the result will be near zero, since the employees would not even know what the company was doing and did not even understand the main purpose. The only ways that employees have to perceived practices is to know that are occurring, making this perspective a possible reason for the results regarding the economic and community and environment dimensions, considering the lack of physical contact with work colleagues during the COVID-19 pandemic. The lockdown during the time of the study may have a deeply influence on the employees' perception, namely, these two dimensions that did not have significance.

In order to have practical results, companies should have a different or a complementary management approach comparing to the traditional one. Companies should start valuing their internal resources differently, giving the higher importance to their employees, since that without them a company would not survive. All organizations should invest in corporate

socially responsible practices and policies, not only because it will increase their attachment with the organization (affective commitment) but also because if companies invest on their employees they will feel that they have to reciprocate the action and consequently give more of them, increasing the performance.

At a practical level the study suggests that companies should pay attention to their employees needs, never forgetting the financial dimension that without it the results would not be as good as they could be. Specially during the next years (after the COVID-19 Pandemic), as the results show, the employees main focus would be the financial stability, since during uncertain times, the primary focus is to have the salary payment in hours, for example. After having this dimension assured, companies should also give importance on developing practices and policies directed to employees and community and environment because in one way or another, it will influence their desire to reciprocate, resulting in overall positive outcomes, even if it is not directly reflected on performance.

To conclude, organizations that are socially responsible and are perceived by the employees, have more probability to have a higher performance because of the increment of individual performance. It is factual that employees that perceived this responsibility of the organization tend to feel a fair treatment and consequently, tend to reciprocate the good behaviors of the company in their daily activities. If an organization is capable to align their values with their actions, more specifically actions directly linked with employees, will make them feel more supported by the organization and their affective commitment, in some dimension may also increase, resulting on better performance. These results highlight the importance to see and user corporate social responsibility not only as an obligation to the community but also to their employees, facilitating their management and the final results.

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Annexes

Annex A

1. Idade:

2. Género

- a) Masculino b) Feminino c) Prefiro não dizer

3. Nível Educacional

- a) Até ao 9.º ano b) Entre o 10.º e 12.º ano c) Licenciatura d) Pós-Graduação e) Mestrado f) Doutoramento

4. Quanto tempo trabalha na sua organização atual:

5. Qual é a sua situação atual:

- a) Efetivo/a b) Contrato de trabalho a termo c) trabalho temporário d) Estagiário

e) Outra situação. Qual?

6. Exerce um cargo de chefia:

- a) sim b) não

7. Em que setor de atividade se insere a sua organização:

- a) Setor primário b) Setor secundário c) Setor terciário

8. Qual a classificação da sua organização, em termos de propriedade?

- a) Privada b) Pública c) Público-privada c) Cooperativa

9. A sua Organização:

- a) Tem fins lucrativos b) Não tem fins lucrativos

10. Qual a dimensão da sua organização:

- a) Mais de 250 trabalhadores b) 50 a 250 trabalhadores c) 10 a 49 trabalhadores

d) até 9 trabalhadores

Annex B

Escala de responsabilidade social corporativa percebida (Duarte, 2011)

Pensado na sua empresa e nas suas diferentes preocupações e atividades, indique o grau em que concorda ou discorda com cada uma das frases abaixo apresentadas. Utilize a seguinte escala de resposta:

1- Discordo Totalmente	2- Discordo	3- Não concordo nem discordo	4- Concordo	5- Concordo Totalmente
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A minha Empresa:

1. Incentiva a formação profissional dos seus Trabalhadores	1	2	3	4	5
2. Cumpre com o Código de Trabalho	1	2	3	4	5
3. Promove a igualdade entre Homens e Mulheres	1	2	3	4	5
4. Promove o equilíbrio entre a vida familiar e a vida profissional	1	2	3	4	5
5. Apoia a integração profissional de pessoas com deficiência	1	2	3	4	5
6. Desenvolve regras internas que orientem o comportamento dos Trabalhadores	1	2	3	4	5
7. Garante a segurança do emprego	1	2	3	4	5
8. Dá donativos para associações de proteção da natureza	1	2	3	4	5
9. Desenvolve projetos de conservação da natureza	1	2	3	4	5
10. Apoia eventos culturais e educativos	1	2	3	4	5

11. Apoia causas sociais	1	2	3	4	5
12. Apoia eventos desportivos	1	2	3	4	5
13. Apoia a criação e o desenvolvimento de empresas mais pequenas	1	2	3	4	5
14. Garante o pagamento atempado de salários e regalias	1	2	3	4	5
15. Esforça-se por ser lucrativa	1	2	3	4	5
16. Esforça-se por ser uma das melhores empresas no seu setor de atividade	1	2	3	4	5

Annex C

Escala de perceção de suporte organizacional (Eisenberger et al., 1986)

Relação com a Organização Tendo em conta a sua relação com a Organização para a qual trabalha, indique o grau em que concorda ou discorda com cada uma das frases seguintes. Pedimos que tenha em consideração o período antes da pandemia Covid-19.

1- Discordo Totalmente	2- Discordo	3- Não concordo nem discordo	4- Concordo	5- Concordo Totalmente	
1. A Organização valoriza a minha contribuição para o seu bem-estar	1	2	3	4	5
2. A Organização não reconhece qualquer esforço extra da minha parte	1	2	3	4	5
3. A Organização não tem em consideração os meus interesses quando toma decisões que me afetam	1	2	3	4	5
4. A Organização preocupa-se com a minha satisfação geral no trabalho	1	2	3	4	5
5. Mesmo que eu fizesse o melhor trabalho possível, a Organização não se aperceberia	1	2	3	4	5

6.A Organização demonstra muito pouca preocupação por mim	1	2	3	4	5
7. A Organização tem orgulho no meu trabalho	1	2	3	4	5

Annex D

Escala de Affective Commitment (Allen and Meyer, 1990)

Tendo em conta a sua relação com a Organização para a qual trabalha, indique o grau em que concorda ou discorda com cada uma das frases seguintes. Pedimos que tenha em consideração o período antes da pandemia Covid-19.

1- Discordo Totalmente	2- Discordo	3- Não concordo nem discordo	4- Concordo	5- Concordo Totalmente
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1. Esta Organização tem um grande significado pessoal para mim	1	2	3	4	5
2. Não me sinto “emocionalmente ligado” a esta Organização	1	2	3	4	5
3. Não me sinto como “parte da família” nesta Organização	1	2	3	4	5
4. Eu realmente sinto os problemas desta Organização como se fossem meus	1	2	3	4	5
5. Ficaria muito feliz em passar o resto da minha carreira nesta Organização	1	2	3	4	5
6. Não sinto um grande sentido de “pertença” à minha Organização	1	2	3	4	5

Annex E

Escala de Performance Individual de Rego e Cunha (2009)

Tendo em conta a sua opinião acerca do seu desempenho individual no trabalho, indique o grau em que cada uma das frases seguintes se aplica à sua pessoa.

1- A afirmação não se aplica rigorosamente e nada a mim	2- A afirmação não se aplica	3- A afirmação aplica-se muito pouco	4- A afirmação aplica-se alguma coisa	5- A afirmação aplica-se bastante	6- A afirmação aplica-se muito	7- A afirmação aplica-se completamente a mim
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1. Considero-me um/a empregado/a eficaz	1	2	3	4	5	6	7
2. Estou satisfeito/a com a qualidade do meu trabalho	1	2	3	4	5	6	7
3. O meu Diretor vê-me como um/a colaborador/a eficaz	1	2	3	4	5	6	7
4. Os meus colegas consideram que sou um/a colaborador/a bastante produtivo/a	1	2	3	4	5	6	7