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Being socially responsible, betting on an emotional bond and communicating internally: a possible path to stimulate employees engaged with work

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Master in Human Resources Management and
Organisational Consulting

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PhD, Daniel Roque Gomes, Adjunct Professor, Instituto
Politécnico de Coimbra

September, 2022



**BUSINESS
SCHOOL**

Department of Human Resources and Organisational
Behavior

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Abstract

Recent times have forced organisations to adapt to a new context caused by Covid-19 that made the economic agents more demanding, with a growing importance on the people who form an organisation. Tools that generate positive results are needed, and this study positions Corporate Social Responsibility as a tool that should be part of the strategic decisions of organisations, giving rise to employees with higher levels of engagement with work. The study also defends the importance of employee's affective commitment and of internal communication, both of which reinforce a positive perception of responsible practices and engagement.

A sample of 165 participants from seven organisations gave opinion in an online and face-to-face questionnaire, with two distinct moments of response, comprising measures on the constructs in question. The results support the importance of the existence of socially responsible practices within an organisation on employees' engagement with work, as well as supporting the relevance of generating affective commitment in this first relationship. Furthermore, results show that communicating internally makes such practices contribute even more significantly to obtaining employees with a greater emotional bond, but that communicating through committed employees does not positively moderate the first relationship built.

The present study contributes to reinforce the importance of investing in socially responsible practices, which should be seen as a tool to engage employees with their work. Affective commitment and internal communication are present to highlight their potential in promoting positive work behaviours.

Keywords: Corporate Social Responsibility, Work Engagement, Affective Commitment, Internal Communication

JEL Classification: Y40-Dissertations; O15 Economic Development: Human Resources; D23 Organisational Behavior

Resumo

Numa realidade recente as atividades adaptam-se a um novo contexto causado pela Covid-19 que tornou os agentes económicos mais exigentes e com uma importância crescente nas pessoas que constituem uma organização. São precisas ferramentas que gerem resultados positivos, e o presente estudo posiciona a Responsabilidade Social Corporativa como uma ferramenta que deve fazer parte das decisões estratégicas das organizações, originando empregados com maiores níveis de envolvimento com o trabalho. É defendida ainda a importância de um compromisso afetivo com a organização e a existência de uma comunicação interna, que vêm reforçar uma perceção positiva das práticas e do envolvimento.

Uma amostra de 165 participantes de sete organizações deu opinião num questionário online e presencial, com dois momentos distintos de resposta, completo com medidas sobre os construtos em questão. Os resultados suportam a importância da existência de práticas responsáveis dentro de uma organização para envolver empregados com o trabalho, e a relevância de gerar um compromisso afetivo nesta primeira relação. Ainda, mostram que comunicar internamente faz com que tais práticas contribuam ainda de forma mais significativa na obtenção de empregados com um maior vínculo emocional, mas que comunicar através de empregados comprometidos não modera de forma positiva a primeira relação construída.

O presente estudo contribui para reforçar a importância de apostar em práticas socialmente responsáveis, práticas essas que devem ser vistas como uma ferramenta para envolver os empregados com o trabalho. O compromisso afetivo e a comunicação interna estão presentes para relevar o seu potencial na promoção de comportamentos laborais positivos.

Palavras-chave: Responsabilidade Social Corporativa, Envolvimento no Trabalho, Compromisso Afetivo, Comunicação Interna

Classificação JEL: Y40 Dissertations; O15 Economic Development: Human Resources; D23 Organisational Behavior

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Acronym List

AC – Affective Commitment

CSR – Corporate Social Responsibility

IC – Internal Communication

SIC – Symmetrical Internal Communication

WE – Work Engagement

1. INTRODUCTION

Organisations are made of people, changes and challenges. It will always be pertinent to understand what is being done right and wrong, and to look for new tools that can bring more value to the organisation, society and its common DNA: people. This research is framed in a recent context created by a pandemic (Covid-19) that has been particularly affecting all stakeholders closer to businesses, making them more demanding and with increased needs, where companies are being forced to take actions and give answers (Carroll, 2021). Research report that employees started to look differently to organisations, seeking more and more meaning in their professional lives, which generated more challenges for organisations (Gomes et al., 2021), being here that organisations put the achievement of results and positive behaviors as a priority. In addition, the presence of Corporate Social Responsibility (CSR) and its practices are currently seen as inevitable responsibility (Carroll, 2021), with benefits for both society and business (Glavas & Kelley, 2014), and companies started to report and investing more in this area (KPMG, 2013, 2017).

CSR has become a recurrent and important theme (Carroll, 2021). The importance attributed to this subject was not totally voluntary, but it was early evident the need to value the influence that organisations came to have in society and to work on this context (Bowen, 1953). Carroll (1991) offers a pyramid where, in increasing order and in complementarity, organisations work CSR in the economic, legal, ethical and philanthropic dimensions, where the final result foresees a business that is a good corporate citizen. Organisations should be close to society, not with the aim of ‘solving’ their problems, but rather to create initiatives that add mutual value (Porter & Kramer, 2006, 2011).

Research points to the lack of studies of CSR from an individual perspective (Turker, 2009; Jones et al., 2017), being considered a recent field of study but also with a growing significance (Farooq et al., 2014; De Roeck & Maon, 2018). It was this context that led this study to direct responsible practices to individuals within an organisation, based on Collier and Esteban (2007) arguments who state that the success of CSR will depend on the respective reaction and perception of employees. A positive perception shows to give rise to numerous positive results (Gond et al., 2017; Rupp et al., 2013; Saks et al., 2021), such as loyalty and motivation (Brammer et al., 2015), organisational identification (Evans et al., 2011) or even job satisfaction (Duarte & Neves, 2009). From these positive results, this research has a greater focus on the employees’ Work Engagement (WE). Engagement is the source of several definitions, but all

carry the same consideration that the construct is defined by a psychological state, which means that the individuals give themselves in a positive way to the organisation and find meaning and satisfaction in the work they perform (Schaufeli & Bakker, 2004). We argue that this engagement is achieved through the perception of CSR, and it meets the findings of several studies (Evans et al., 2011; Glavas, 2012, 2016; Lu et al., 2020). Having a positive perception of these practices leads employees to find meaning in an organisation, that works for the same values with a focus on its members and the surrounding society, making them feel like real corporate citizens and that they are doing the right thing (Glavas & Piderit, 2009; Glavas, 2012, 2016; Rupp et al., 2018).

Strengthening this relationship, this study further argues that perceived CSR practices will promote greater Affective Commitment (AC), which in turn promotes a higher level of WE. We have created this mediating and sequential relationship to also argue that an organisation can simultaneously work towards committed and engaged employees. When individuals look at the organisation as a reference and there is a positive perception of CSR, they develop a greater sense of identification which in turn translates into a greater emotional employee-employer commitment (Ashforth & Mael, 1989; Kim et al., 2016). It should be reinforced that AC has become more important in a current paradigm caused by Covid-19, where businesses are increasingly looking for committed employees (Bouraoui et al., 2020).

Once an emotional bond is created with the organisation, we follow the research that argues that this feeling consequently promotes greater WE (Rhoades et al., 2001; Poon, 2010, 2013; Jia-jun & Hua-ming, 2022). The presence of AC makes employees more aligned with their work and organisational goals, with a greater motivation to do more and better, which ultimately creates a context where individuals feel more secure to further engage with their work (Rhoades et al., 2001; Jia-jun & Hua-ming, 2022). This means that the emotional component of organisational commitment generates positive feelings and conditions for there to be a higher level of WE, also proving to be a strong mediator in different research hypotheses having WE as the final outcome (Poon, 2010, 2013).

In a last approach, we also tried to understand two possible scenarios: (1) if the relationship between the perception of CSR practices and AC, and (2) the relationship between CSR and WE could be positively moderated by Symmetrical Internal Communication (SIC). We reinforce the importance of SIC that promotes a constant dialogue between two agents – employee and employer (Grunig, 1992) – being this symmetry considered one of the best tools to reach employees and promote positive behaviours (Kang & Sung, 2017; Lee, 2022). IC is placed as a positive antecedent of AC and we follow research that shows that a SIC will increase

a sense of belonging in the organisation, a meeting of individuals' psychological needs, as well as other factors that easily translate into an emotional bond (Lee & Kim, 2021). Organisations need to communicate about CSR in order to ensure the success of the practices (Duthler & Dhanesh, 2018), and following the studies that conclude a positive influence of CSR on AC and of AC on WE, we argue that IC is positioned as a strong moderator between these relationships, giving strength to the existence of both CSR practices and AC.

It is in this scenario of outcomes and practices that this study was built. The aim of this research is to explore the perception of CSR practices as a powerful tool in the achievement of a successful people management, highlighting WE as a final result, still mediated in a positive way by the existence of AC. Adding value to the research, we seek to support that the existence of an IC comes as a motivator in the construction of an AC and consequently WE, being once again a tool with the purpose of contributing to the organisational success. The main intention is to reinforce the importance of investing in the perception of CSR practices to involve employees, being this the main tool, and also to add two 'secondary' tools that reinforce this investment – AC and IC. To support the hypotheses under examination, a study of correlational nature was adopted, and a research model is presented which, as far as it was possible to verify, it is innovative and provides a new approach to the literature. For support and statistical purposes, a diverse sample was gathered, consisting of participants from seven different companies and industries, who were invited to give their opinion on the existence of responsible practices in the organisation and their position regarding certain working attitudes.

In order to support the model under study, the research presents a fundamental structure. Firstly, a literature review is presented, with the main concepts, definitions, and research that come to give explanatory support to the content of the work, accompanied by the definition of the study hypotheses. The second part presents the constructed research model, followed by the method, where the entire approach adopted in the quantitative analysis, the final sample and the measurement instruments are explained. Then, analysed results of the participants' opinions are presented, with the statistical support necessary to confirm the model built. Finally, the last sections provide a discussion and conclusion of the results with what the literature argues, theoretical and practical contributions, as well as the main limitations of the study with future research recommendations.

2. LITERATURE REVIEW

2.1. Work Engagement

Recently, Saks et al. (2021) stated that ‘employee engagement has become one of the most important workplace topics for academics, practitioners and organisations’ (p. 20), and interest on the concept has grown dramatically in recent years (Gruman & Saks, 2011; Glavas, 2016; Verčič & Vokić, 2017; Saks, 2019; Saks et al., 2021).

Schaufeli (2013) argues that this expansion has two main motivations: (1) the increasing importance of employees and their involvement in the organisational context and (2) the increased interest in the literature for positive psychological states. However, to this day there is no consensus on the most appropriate way to mention and define the concept (Gifford & Young, 2021; Saks et al., 2021), and its relationship with other concepts, such as job satisfaction, organisational commitment, or burnout, also makes its definition confusing (Robinson et al., 2004; Saks & Gruman, 2014).

Given the uncertainty and lack of consensus about the origin and definition of engagement, its practical development may be hindered. In this sense, Gifford and Young (2021) brings together two approaches that organisations should work with in developing WE: (1) viewing engagement as a psychological state experienced by employees and looking for some relationship to other concepts when necessary; or (2) focusing the concept of engagement on a definition that is widely accepted in the literature and of academic relevance (e.g., Kahn, 1990; Schaufeli & Bakker, 2004; Saks, 2006).

Despite the lack of consensus in a corporate approach, it is worth mentioning the conceptualisation of the Gallup Group, which introduced the concept of WE as a crucial factor for building a relationship of loyalty, where they started by classifying as an engaged employee one who was able to answer a set of questions about the workplace, revealing his/her knowledge and organisational involvement (Buckingham & Coffman, 1999). On a theoretical approach, the literature highlights William Kahn as the pioneer of the topic (Welch, 2011). In his construction, Kahn (1990) defines the concept of personal engagement as ‘the harnessing of organisational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances’ (p. 694). It positions the state of engagement as a psychological condition that is present when an individual performs his or her job, and is expressed physically, cognitively, and emotionally, which means that an engaged employee is one who will perform fully in his or her job which translates into positive engagement.

From another perspective, Maslach et al. (1997) position engagement as the opposite side of burnout. Engagement is characterised as energy, involvement, and effectiveness, in contrast and opposition to the characteristics of burnout – exhaustion, cynicism and ineffectiveness. Following this description, Schaufeli (2013) places engagement as the positive side of burnout, where an employee with a high level of engagement is one who will have a low level of burnout, and vice versa. The concept is often developed on Job-Demands Resources, and the assumption is to place engagement as a mediator between resources and positive outcomes, outcomes that do not happen when an individual goes through a state of burnout, where there is no balance between resources and job demands that leave the individual disabled, both physically and psychologically (Demerouti et al., 2001; Crawford et al., 2010; Schaufeli, 2013).

In this direction, researchers come to recognise another prominent definition that comes to define the context of this research. Schaufeli and Bakker (2004) idealise that an engaged employee is one who will perform his/her duties in a state characterised by vigour, dedication, and absorption. This means that the employee will show energy, effort, and resilience during work (vigour); will be strongly involved and dedicated in their work, with positive feelings present (dedication); and the involvement will be such that satisfaction and concentration on a working day will make tasks easy and enjoyable (absorption). They also develop one of the most accepted scales in measuring engagement (Schaufeli, 2013; Bailey et al., 2017; Saks et al., 2021) – Utrecht Work Engagement Scale – which, despite presenting a well-targeted definition for a context and the concept being considered difficult to measure (Macey & Schneider, 2008), is consistently aligned with research and directs researchers towards effective decisions (Gifford & Young, 2021).

Still in a space for definitions, following the same line of thought as Kahn's (1990) and Schaufeli and Bakker (2004) contributions, Saks (2006) defines the concept as 'a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance' (p. 602), and makes an important distinction between two contexts of engagement – job and organisational. He argues that engagement can have several directions and targets, meaning that an employee may be engaged with his or her work performance (WE) or engaged with the organisation (organisational engagement), the main focus being on the search for antecedents and consequences of both.

Completing the contributions mentioned, also with a consistent theoretical basis, the Social Exchange Theory is perhaps the most accepted theory related to the concept of engagement (Schaufeli, 2013). It establishes that individuals make decisions based on their perceptions of the costs and benefits, both personally and for the organisation (Blau, 1964). Having this

balance, the theory argues that employees are motivated to engage in their work (Blau, 1964), which can later generate positive outcomes such as commitment, trust, and loyalty (Dajani, 2015). When employees are recognised and given consideration by the organisation, a need for reciprocate with positive response and dedication at work grows, and engagement is the result of the organisation's efforts (Saks, 2006; Schaufeli, 2013).

Moving from theory to a more statistical approach, highlighted in the literature, in 2013, the Gallup Group reported a value of 13% as the percentage of employees engaged at work worldwide (Gallup, 2013), which reflects a negative result within organisations, although engagement in parallel is considered crucial. Bringing the percentages to a current reality, as latest statistical data, Gallup (2021) presents a global decrease in employee engagement from 2% from 2019 to 2020, which, also as strong consequences of the current pandemic situation, employees report higher levels of stress, worry and sadness. To add, in Western Europe (including Portugal), the total percentage of involved employees is only 11%, but in Portugal, in recent years the difference is +1%, where the last percentage of involved employees is 18%, which is also close to the global 20% (Gallup, 2021).

Research shows that organisations with engaged employees are shown to be more effective and innovative, in terms of outcomes and performance (Bakker & Bal, 2010; Ruck et al., 2017; Saks et al., 2021), behaviours and attitudes (Gruman & Saks, 2011; Lee et al., 2021), in achieving a competitive advantage (Saks & Gruman, 2014), or even in a higher organisational satisfaction and commitment, and a lower exit intention (Saks, 2019), and engagement should be at the centre of management strategies (Flammer & Luo, 2017).

Nevertheless, creating conditions to engage employees at work is not an easy task, but Kahn (1992) emphasised that a balance between the individual and the organisation is crucial. In this direction, researchers have been recognising the added value of developing studies on the factors that lead to the existence of engaged employees (Jiang & Men, 2017) and recognising that engagement needs to be part of the employers' efforts and seen as an essential part to face organisational challenges (Chandni & Rahman, 2020). Studies report that trust and satisfaction contribute to more engaged employees (Harter et al., 2002), as do good IC and innovative culture (Corporate Leadership Council, 2004), or even the combination of authentic leadership, work life enrichment and transparent communication (Jiang & Men, 2017). Saks et al. (2021) also highlight autonomy and feedback, leadership, and teamwork, as variables that have been shown to contribute positively to engagement.

Within the context of this research, the perception of socially responsible practices is highlighted as a positive and prominent influence for a state of engagement of employees with

their work. There are several authors who trace the path of CSR to engaged employees as the ultimate outcome (e.g., Glavas, 2016; Rupp et al., 2018; Lu et al., 2020), i.e., the literature comes to support a positive link between CSR and WE, being part of the empirical basis of this study.

2.2. Corporate Social Responsibility

Corporate Social Responsibility (CSR) presents a strong position at literature level, with the growth of greater acceptance of the concept by organisations and a promising future to highlight (Turker, 2009; Carroll, 2021). Today, business and companies are facing a new context caused by the Covid-19 pandemic, being forced to give answers and solutions where CSR is being tested (Carroll, 2021). From early on, there are several contributions for a definition of CSR, although the literature considers it difficult to find a consensus (Glavas, 2012). With the contributions appear the different terminologies that represent the social responsibility of an organisation. Rupp and Mallory (2015) gather an extensive list of possible terms that identify studies of the topic, and from the extensive reading done for this research, the terms ‘business citizenship’, ‘corporate sustainability’, ‘corporate citizenship’, are some examples of the most frequent terminologies that refer to CSR.

The dedication and attention to CSR by organisations was not a totally voluntary process, with a lot of influence from an external pressure (Porter & Kramer, 2006). Nonetheless, what is certain is that being a socially responsible organisation has become a success criterion (Maon et al., 2010), being that almost all large organisations are somehow linked to CSR (Glavas, 2016). Studies by KPMG present that almost all large organisations worldwide, report financial and non-financial information, with a dedicated space for social responsibility, also increasing their investment in this area (KPMG, 2013, 2017). Collier and Esteban (2007) claim that CSR cannot be seen as an extra, and that all organisations are responsible for ethics in their activities and the impact they have on all stakeholders, both now and in the future. Everyone involved in business expects organisations to behave in a socially responsible manner, as well as react to such practices, proving crucial to the existence of CSR (Rupp et al., 2006; Aguilera et al., 2007; Asgary & Li, 2016).

The end of World War II dates a beginning of a notion of corporate responsibility over business, with greater stakeholder involvement, and organisations begin to grow and be seen with a role of greater social responsibilities (Carroll & Shabana, 2010). Literature directs the beginning of CSR to Howard Bowen, later titled as the ‘Father of Corporate Social Responsibility’ (Carroll, 1999, p. 270). Bowen (1953) points to the existence of a growing

power on the part of organisations that led to initiatives with a significant impact on the surrounding society, and business responsibility begins to be directed towards actions and decisions that do not point entirely to the economic interests of the organisation (Davis, 1960). This is also where Elkington (1998), with the Triple Bottom Line, argues that companies should develop their activity based on social, economic and environmental aspects, being the three fundamental pillars through which a company works to ensure general wellbeing and not only profit as the ultimate business objective.

In 1971, the Committee for Economic Development recognises that the economy needs to play its role with a focus on responsibilities for social change, where companies should be more active and interested in a positive development of the social environment around them. Drucker (1995) adds that the responsibility of a business should not have a purely economic content, meaning that organisations need to take responsibility for the different stakeholders and all those affected by the business, seeing this approach as the true social responsibility.

In the literature, we come across several definitions and concepts on CSR (Nave & Ferreira, 2019), but Carroll (1991) stands out as one of the main contributions to the concept, launching the question: ‘what does it mean for a corporation to be socially responsible?’ (p. 39). In this sense, the researcher offers a pyramid representation, which depicts the main responsibilities and components that together constitute CSR. This pyramid places the (1) Economic responsibilities as the main basis of sustaining the performance of organisations; (2) Legal ones in a representation of the expectation of any business to respond and develop the laws that represent acceptance by society and define behaviours; (3) Ethical that correspond to the responsibility of doing what is right and fair, with a view to preserving the different stakeholders; and finally, at the top, the (4) Philanthropic responsibilities, which place the business as a good corporate citizen, where the organisation contributes, both with financial and human resources, to the quality of life of society (Carroll, 1991).

In a more recent proposal, the European Commission redefines the concept and emphasises the influence of organisations in creating value for stakeholders and for society as a whole, where the possible negative effects of business should be considered and minimised, bringing CSR into line with the objectives outlined for the European Strategy 2020 (European Commission, 2011).

Porter and Kramer (2006) state that organisations have been waking up to the issues of social responsibility, stating that ‘the more closely tied a social issue is to the company’s business, the greater the opportunity to leverage the firm’s resources and capabilities, and benefit society’ (p. 10). Although researchers state that organisations do not have enough

knowledge to put CSR into practice, they bring together the main reasons that have led organisations to work on CSR – (1) moral obligation; (2) sustainability; (3) license to operate; and (4) reputation. Porter and Kramer (2006, 2011) add that no organisation can ‘solve’ society’s problems, but each one must create initiatives and support responsible actions that make a connection with the business they represent, where CSR should be seen as a source of added value, which requires different and dedicated thinking by organisations. To complete, it is clear that CSR has become a hat between several common interests in a relationship between society and business (Glavas & Kelley, 2014), and today business and companies.

In the initial major economic debate on the topic, the direction of the concept to organisations is evident, but the literature highlights a gap in the direction to stakeholders, i.e. to an individual level of CSR (Jones et al., 2017), although in recent years an ‘explosion’ of research directed at micro-CSR is visible (Glavas, 2016; Rupp & Mallory, 2015; Gond et al., 2017). Turker (2009) points to the lack of studies on the impact of CSR on employees and Aguinis and Glavas (2012) show that only approximately 4% of the concept is directed at the individual level. However, the importance of these actors is beginning to be increasingly undisputed, and McShane and Cunningham (2012) even position employees as internal ambassadors of CSR. Collier and Esteban (2007) point out that the effectiveness of CSR delivery and its initiatives will depend on employees’ reactions and perceptions on the subject, and further that the commitment of senior management to socially responsible practices is also crucial, because without this commitment employees may more easily move towards a lack of attention and consideration of such practices.

To follow up, a study by Peterson (2004) shows that employees attach significant importance to socially responsible practices, as well as Gond et al. (2017) state that employees appear to view an organisation as trustworthy when there is an identification with a socially responsible business. Exploring the effects of CSR on employees may be the way to understand the real effect of CSR on organisations and the way individuals look at the business (Bauman & Skitka, 2012), and ‘how employees perceive the CSR of their employer may actually have more direct and stronger implications for employees’ subsequent reactions than actual firm behaviours of which employees may or may not be aware’ (Rupp et al., 2013, p. 897). Research also says that individuals voluntarily evaluate their organisation’s CSR actions in comparison to others (Uçkun et al., 2020).

In the stakeholder theory, a constant reference in CSR literature (Nave & Ferreira, 2019), Freeman (1984) argues that stakeholders – individuals or groups of individuals who are members of an organisation and with whom there is an ongoing relationship – need to be

involved in socially responsible practices, where organisations need to work for their interests and those of society in general, where the success of the organisation depends on the satisfaction of these two agents. Rupp and Mallory (2015) clarify that the analysis of the effects and experiences of CSR on individuals constitutes a micro-CSR, with a focus on all stakeholders, but with a high empirical significance on employees. In most cases, employees are the ones responsible for implementing CSR practices (Jones et al., 2017), which reinforces the view of these agents as ambassadors. This means that the whole management of CSR practices implies concern about the interests of the business and at the same time of the employees, either as business citizens or as citizens of society. At this point, the relationship between organisations and stakeholders positions CSR in one of the most important issues and as an integral part of business strategies (Asgary & Li, 2016).

In this scenario, CSR has become an irreversible part of an organisation's actions (Du et al., 2010), with no reasons to address negative effects of the theme for individuals (Rupp & Mallory, 2015). When it is managed efficiently, all initiatives and projects linked to the theme create benefits in terms of reputation and financial growth (Du et al., 2015), promote employee motivation and loyalty, contribute to their perception of what it is to be socially responsible (Sen & Battacharya, 2001), and promote the creation of innovation, competitive advantage and new opportunities (Asgary & Li, 2016). This creates a context of interdependence between an organisation and society, driven by mutual value sharing (Porter & Kramer, 2006, 2011; Du et al., 2010), where the needs of society should be identified, understanding at what level the specific business affects them. When businesses are able to deliver this 'green' responsibility, CSR is revealed as a core part of an organisation's strategy, making organisational practices more transparent and socially responsible (Asif et al., 2013), which goes beyond an economic interest and with direction towards well-being and value creation (Chtourou & Triki, 2017).

Farooq et al. (2014) point to the fact that the literature and organisations have gained interest in exploring the outcomes generated by employees when they have a perception of CSR, but how employees respond to the initiatives, i.e., a micro or individual level of CSR, is a recent field of study (De Roeck & Maon, 2018). Highlighting the importance of bringing employees closer to socially responsible practices, Bhattacharya et al. (2008) state that there are enough studies where such practices guarantee an attraction and retention of employees, as well as can meet their needs, increase their identification with the organisation and, as an end result, employers are able to have more satisfied, loyal, involved or even strongly committed employees. Gond et al. (2017) highlight that there are several research that report a positive influence of CSR on different employee outcomes, such as loyalty and motivation (Brammer

et al., 2015) organisational commitment (Rupp et al., 2006; Farooq et al., 2014; Brammer et al., 2015), organisational identification (Evans et al., 2011), job satisfaction (Duarte & Neves, 2009), a decrease in turnover intention and an improved recruitment process (Rupp & Mallory, 2015), among many others.

In a scenario of positive outcomes, Glavas (2012, 2016) builds in his research a framework that elevates CSR as the beginning of the path for an employee to be engaged at work. The academic argues that a consistent reason for employees to increase their level of engagement with CSR, is that such practices increase a sense of belonging and balance between personal values with organisational values. In this context, socially responsible practices give individuals the opportunity to live the values of the organisation and find meaning in work, moving from written formalities to practice (Farrukh et al., 2019), which translates into a very positive level of engagement (Evans et al., 2011). In other words, a state of engagement is higher in employees who feel that they work in organisations that are professionally correct and, more importantly, when they feel that they are corporate citizens (Glavas & Piderit, 2009).

Some researchers point out that the fact that employee engagement is a recent topic may be the justification for the lack of studies on its relationship with CSR (Ferreira & Real de Oliveira, 2014; Glavas, 2016), but Saks et al. (2021) clarify that a large part of the studies dedicated to engagement sought to understand employees' perceptions between the theme and CSR, and concluded that there is a positive relationship between both, and also point out that the development of internal practices, both HR and CSR, have a positive direction to involve employees in the organisation. Research directs increased engagement towards participation in responsible practices (e.g., corporate volunteering programs, social events), where employees participate in experiences that generate a sense of well-being and 'I am doing the right thing', experiences that should be balanced with work schedules to be a source of win-win for both the employee and the organisation (Caligiuri et al., 2013). That is so because as Glavas (2016) points out 'extra-role involvement in CSR might positively affect employees, perhaps too much extra-role involvement in CSR is not a good thing and might be perceived as taking away time from work' (p. 2).

Rupp et al. (2018) add that, starting from the premise that CSR is based on building socially responsible practices that will contribute to the well-being of society, and highlighting the increasing value given to employees, CSR practices are eventually seen as a positive contribution to various individual and organisational behaviours, with growing evidence of their contribution to increased employee engagement. In this sense, organisations are faced with a new trend: 'employees are progressively engaged in the work because of CSR activities' (Lu

et al., 2020, p. 1720). Researchers elevate the joining of the concepts as a reflection of the employee's self-interest, i.e. the linking of the two may be motivated by employees' personal interests (Gond et al., 2017), and that there are many organisations that place CSR as a necessary strategy to engage employees, but research reports that there are few that can realise or draw the true return from these practices (Bhattacharya et al., 2008; Glavas, 2012). Today, Carroll (2021) states that Covid-19 has been impacting all stakeholders involving with businesses and organisations are facing a strong pressure that puts this concept on a top of management decisions, and becomes even more relevant 'to transform their CSR performance' (p. 327).

Realising the positive influence of socially responsible practices on employee engagement, this research argues that perception about CSR practices does influence employee engagement in a way (CSR → WE), constituting the first hypothesis of the study:

Hypothesis 1: Perception of Corporate Social Responsibility practices positively influences Work Engagement.

2.3. Affective Commitment

To better understand the conceptualisation of AC, it is important to frame the concept as a whole. The literature refers back to the 1990's the conceptualisation of OC with a debate about its dimensionality, which characterises the theme somewhat difficult to understand and with lack of consensus as to its unique definition. Mercurio (2015) states that organisations when faced with the task of making employees more committed, also face contradictory definitions and empirical information.

By reviewing the literature, we come across two perspectives on the concept. In a first perspective, researchers position the concept of OC as unidimensional, meaning that being committed is the existence of a bond with the employee and the organisation in a search for cost-benefit, a bond that is influenced by the organisational structure itself and the characteristics of individuals, driven by their experience and the role they perform (Becker, 1960; Mowday et al., 1982). From another perspective, commitment is seen as a multidimensional construct, taking various forms, and directly linked to the employee's decision whether or not to remain a member of the organisation where he/she works (Meyer & Allen, 1991). The concept is built on a model which, despite being criticised (Solinger, 2008), is one of the most accepted and fundamental in understanding organisational commitment

(Duarte et al., 2021; Rego & Souto, 2004; Nascimento et al., 2008; Thang & Fassin, 2017), being this the approach chosen for the development of this research.

In more detail, facing different definitions and conceptualisations around the concept of OC, making it difficult to summarise and define it, Meyer and Allen (1991) positioned commitment as a multidimensional construct and a representation of a psychological state that takes two dispositions: (1) attitudes – the focus is on the perception that individuals have about their relationship with the organisation, where personal values and goals are contrasted with organisational ones; and (2) behaviours – what in practice links the individual to the organisation, and their perception of it.

Meyer and Allen (1991) conceptualise a three-dimensional model by characterising commitment into three distinct components – affective (AC), continuance (CC), and normative (NC) – reinforcing that their perception as components, rather than as types, becomes essential for their correct understanding. Commitment is defined as a psychological state, which comes to reflect the existing relationship between an employee and the organisation, as well as the implications that influence staying with the organisation, represented in the form of desire (AC), need (CC) and obligation (NC) (Meyer & Allen, 1991, 1997).

In Meyer and Allen's (1991) approach, (1) AC reflects an emotional trait, characterised by the employees' permanence in the organisation by their own will and desire, where the employee is strongly involved and identified with the organisation, as well as values his/her professional relationship. Researchers establish that personal characteristics and the organisation itself, as well as work experiences, are the antecedents that lead to the construction of this type of commitment. Succeeding, (2) CC reflects a sense of cost, directed at the perceptions that employees have about a possible exit from the organisation, that is, the assessment made about the possible costs of leaving the business. It is believed that employees, as time goes by, gain a sense of the possible risks they would run by breaking a link with the organisation they work for, remaining in it expecting benefits or financial returns, and because they believe they have to stay. Finally, (3) NC refers to a sense of obligation, which reflects a feeling of obligation and reciprocity towards the organisation, where the employee feels that staying with it is the fairest and most moral choice (Messner, 2013), as a result of different social experiences and adjacent benefits.

Following, Meyer and Herscovitch (2001), emerge the need to establish a base essence of OC to support research, and propose an extension of the model and add that the components may not be exclusive and possible to understand together, meaning that each component has a link with different performance behaviours, and it is possible for an employee to feel these three

components in different intensities, or even just one. They further argue that ‘a force that binds an individual to a course of action of relevance to one or more target’ (Meyer & Herscovitch, 2001, p. 301) is the fundamental basis that describes the true essence of OC and is a recognised and accepted definition of OC in the literature (Collier & Esteban, 2007; Lu et al., 2020).

Although researchers reinforce the importance of the three-dimensional model for a correct understanding of OC, they also point out that AC has more desirable crucial impacts on the organisation (Meyer et al., 2002), which is in line with the findings of several research studies on the topic. AC describes the affection in the employee-organisation relationship (Bratley & Aloysius, 2019) and Alves et al. (2020) add that when the individual feels that he/she is part of the organisation, AC is higher, and employees will demonstrate better and significant results and behaviours within the business. Tavares (2000) positions AC as the most studied and with and with the results that organisations most seek, and Riketta (2002) follows the argument, concluding a prominent influence on employee performance, i.e. the most affectively committed employees are those who perform better in their jobs, as well as have a greater willingness and disposition to contribute to the organisation (Rego & Souto, 2004). In the same line, a more recent study by Mercurio (2015) reviews the research around the topic in search of more general conclusions and also states that the affective component is ‘a historical and theoretical basis for organisational commitment theories’ (p. 403), having the greatest influence and positioned as ‘the core essence of organisational commitment’ (p. 403).

At this point, it is clear that it is crucial to develop an emotional bond between employees and the organisation (Meyer & Herscovitch, 2001), and there are several studies that seek to understand what an organisation should work on to create an emotional bond with employees, i.e. working about AC (e.g., Meyer & Allen, 1991; Semedo et al., 2016). Promoting training and education (Thang & Fassin, 2017), coaching (Ribeiro et al., 2021), perceptions of authentic and transformational leadership (Meyer et al., 2002; Semedo et al., 2016; Duarte et al., 2021), trust (Mercurio, 2015), perception of social responsibility practices (Rego & Souto, 2004), HR practices (Kooij & Boon, 2018), are examples of practices and conditions that are shown to be important in the existence of an affective bond with the organisations, with a special emphasis on work experience variables (Meyer et al., 2002).

Highlighting the positive results described above, the positive relationship between socially responsible practices (CSR) and organisational commitment is well established in the literature, with a more pronounced direction towards commitment in an affective component (Peterson, 2004; Turker, 2009; Duarte, 2011; Mory et al., 2016; Bouraoui et al., 2020; Uçkun et al., 2020), being the first component to have the strongest relation with CSR (Turker, 2009; Bizri et al.,

2021). Ditlev-Simonsen (2015) states that ‘the extent to which CSR perception contributes to AC is therefore a relevant and measurable parameter’ (p. 234) and finds a positive relationship between these two constructs.

A study by Uçkun et al. (2020) points out that employees may evaluate their company’s CSR by comparing with other businesses and when that evaluation is positive, positive feelings can be acquired, having a direct effect on employee’s AC. In a current context, Bouraoui et al. (2020) state that Covid-19 has been increasingly changing the way employees look at organisations and as a consequence these agents seek even more meaning at work, where commitment to the organisation has become an even more demanding factor. The authors argue that CSR can be the path to have more committed employees and to strengthen the meaning that individuals need to see at work. Following these two contributions above, Khaskheli et al. (2020) claim that an organisation’s positive perception and evaluation from employees, make individuals proud of being part of it and with gains of reaching business goals. On the contrary, the same authors claim that negative outcomes from employees result from a socially irresponsible organisation.

Supporting this relationship, Social Identity Theory makes a connection between CSR benefits and employee’s perceptions about the organisation (Kim et al., 2016). This theory states that individuals construct their social identity based on the characteristics of the groups to which they belong or aspire to belong (Tajfel & Turner, 1985; Haslam, 2001; Peterson, 2004), in this case the organisation, and the way employees look at it will give rise to their work behaviours (Collier & Esteban, 2007). Based on Social Identity Theory, Paruzel et al. (2020) claim that when employees have a positive perception about CSR practices, they will have a greater identification with the organisation and a desire to stay with it, which in turn gives rise to a greater and more emotional commitment.

In more detail, by merging Social Identity Theory with Meyer and Allen’s (1991, 1997) conceptualisation, a study by Kim et al. (2016) state that CSR is not only a social requirement, but also the meeting of employees’ desires and needs vis-à-vis their integration into a group and conclude that the construct positively influences an organisational commitment. Kim et al. (2016) argues that individuals evaluate organisations as the same way they evaluate people, research argues that employees by participating in socially responsible activities feel that they are doing the right thing and that they belong to a responsible and caring organisation, and individuals are more likely to identify with an organisation that promotes positive values, values that are communicated by CSR (Rupp & Mallory, 2015). This generates a sense of belonging, created by the CSR, which makes employees feel identified with the organisation and, as a

consequence, with a higher emotional attachment, i.e. higher AC (Ashforth & Mael, 1989). Again, on the opposite side, when there is a weak perception of socially responsible practices, employees may be less committed as they do not see the organisation as a positive reference (Herrbach et al., 2004). In this direction, there is empirical support clarifying the existence of a positive influence of CSR on AC.

In an opposite direction, it is clear that AC can be a consequence of multiple contexts, namely CSR, but it can also be on the other side as an antecedent itself. As some examples, studies show that when employees are emotionally committed have a better job performance (Riketta, 2002; Bizri et al., 2021), lower turnover intention (Mercurio, 2015), a positive organisational citizenship behavior (Johnson & Chang, 2006), and are more engaged at work (Rhoades et al., 2001). This last outcome has significance in this research as a positive consequence of affectively committed employees, with a strong relationship supported by literature (Saks, 2006; Shuck et al., 2011).

A recently published study by Jia-jun and Hua-ming (2022) conducted through 353 participants, concludes (1) a positive relation between AC and WE, and even from the other possible forms of commitment – organisational and employee – and (2) AC as positive mediator having WE as a final result. In their study, the researchers support the premise that higher levels of AC follow higher levels of WE, by the logic that the presence of AC causes employees to be more aligned with their work, willing to contribute to the organisation's goals with their knowledge, and motivated to do more and better, which raises higher WE as a positive consequence of this AC. Here, engagement can be positioned as a form of commitment (Swaminathan & Aramvalathan, 2013), where commitment employees feel emotionally and psychologically safe to engage (Rhoades et al., 2001).

In the same line of thought, Poon (2010, 2013) offers two main reasons that explain why emotionally committed employees are more likely to engage at work rather than those who are not committed. Firstly, the researcher explains that AC makes employees feel identified with the organisation, emotionally connected, and able to find positive meaning in their work promoting engagement. Secondly, the emotional bond is likely to promote greater job satisfaction, which leads employees to devote more time, energy, and attention to their job, which translates into greater involvement. Moreover, in its research Poon (2010, 2013) confirms the positive influence of AC on WE, as well as confirms the positive mediation of AC in a relationship where WE is again the final outcome.

From the research dedicated to AC as a mediator in this relationship, studies place AC as a significant mediator between different organisational relationships (e.g., Kim, 2014; Gyensare

et al., 2016; Bizri et al., 2021; Jia-jun & Hua-ming, 2022; Ribeiro et al., 2022). However, to the best of our findings, the literature lacks a sequential link where AC mediates the relationship between CSR and work behaviours or outcomes, such as WE. Having the literature support that (1) there is a positive relationship and influence of perceived CSR practices with AC, and (2) AC has a positive influence on WE, this research makes the link between the two premises. We argue that the perception of socially responsible practices promotes employees with a higher emotional attachment and, as a consequence, there are higher levels of WE, i.e., AC mediates a stronger relationship between CSR and WE (CSR → AC → WE). We thus present the second study hypothesis:

Hypothesis 2: Affective Commitment mediates the relationship between perceived Corporate Social Responsibility practices and Work Engagement.

2.4. Internal Communication

The act of communicating within an organisation is considered one of the practices essential to its management, being an action that happens constantly within an organisation and is an action that is intrinsic to its functioning (Welch & Jackson, 2007). Carrière and Bourque (2009) argue that communication is a need in the management area and that organisations invest significantly so that effective IC systems are developed, in order to reach all stakeholders, having a fundamental role in the functioning of the organisation (Rego, 2007). Factors such as globalisation and economic crises, gave rise to an organisational deconstruction and the appearance of demotivated employees, with lack of confidence in the organisation and with failures in emotional involvement, which made communication a priority of modern organisations, also strongly driven by innovation and change, and an independent area of great importance (Young & Post, 1993; Verčič et al., 2012; Men, 2014; Men & Verčič, 2021).

Bennis and Nannus (1985) place communication in an essential position within organisations, suggesting that organisational goals and values should be communicated to employees, with two major objectives: their involvement and the existence of feedback. More explicitly, Men and Bowen (2017) describe organisational communication as responsible for the coordination of various tasks and organisational activities, both at individual levels and for teams, for the bridge between all the members of the organisation, the building and maintenance of relationships, with communication being the main motivator for the passage of values, mission, and objectives to everyone.

Also known as employee communications, internal relations, or internal public relations, the concept of IC is the protagonist of a great recent academic and professional growth (Lee & Yue, 2020), and 'is among the fastest growing specialisations in public relations and communication management' (Verčič et al., 2012, p. 223), where there has been a general recognition about the importance and need to communicate internally (Grunig, 1992; Dolphin, 2005; Ruck & Welch, 2012; Verčič et al., 2012; Men, & Verčič, 2021; Lee, 2022). Grunig and Hunt's (1984) highlight what was called 'employee publications' as the beginning of inward-looking communication between the organisation and its stakeholders. The aims were to create a reciprocal relationship between employees and employers, where they sought to enhance employee socialisation, to have positive outcomes in return (e.g. loyalty, productivity), and to see communication as a way to de-emphasise certain negative parts of the business.

The act of communicating internally 'happens constantly within organisations' (Welch & Jackson, 2007, p. 178), being its definition a reflection of a concept considered multidisciplinary and with several possible directions within an organisation (Men & Verčič, 2021). Dolphin (2005) frames IC as an interaction between a set of individuals on various aspects and between various areas of the business, while Kalla (2005) takes the concept to all kinds of communication, formal and informal, that takes place within an organisation at different levels. More recently, Verčič et al. (2021) emphasise that IC practices are divided into varied activities, with a focus on a horizontal communication that promotes the participation of all members of the organisation.

The literature comes to show that poor IC results in negative consequences for the organisation, such as a higher intention to leave or low commitment, but above all it means that there is no level of satisfaction with the communication developed (Kotler & Keller, 2005). Hecht (1978) argues that the different interactions coming from communication will generate several positive outcomes, satisfaction being a socioemotional outcome with great relevance, as employees satisfied with communication are a strong contribution to the effectiveness of the organisation (Gray & Laidlaw, 2004). IC is often positioned in parallel with satisfaction with IC, but Carrière and Bourque (2009) clarify that IC is a practice and satisfaction a consequence of it. A recent study by Verčič et al. (2021) concludes that the quality of communication and employee satisfaction with it have a direct influence on WE and the attractiveness of the organisation, meaning that the more positive the experiences with internally developed communication, the better the results generated.

Through a fairly recent consolidation of information concerning IC, Men and Verčič (2021) argues that its functions are (1) Inform – highlights the importance of keeping employees

informed and aligned on everything that is happening in the organisation, as well as the purpose of their functions; (2) Listen – communication has to be a two-way process; (3) Connecting - the building of relationships, where employees must feel connected to the organisation itself and all their colleagues; (4) Acculturating and inspiring – the creation of a connection with the objectives, values and mission of the organisation; and finally, (5) Motivating and involving – communicating and creating motivation in employees to perform their tasks and value the organisation is a remarkable outcome, as well as involving employees, through the creation of a relationship.

At this point, it becomes pertinent to highlight the growing importance of employees in the development of IC, which follows Freeman's (1984) theory, where employees have become increasingly recognised as key assets to communicate (Verčič et al., 2021). It is through IC that employees gain insight into the organisation's efforts to build relationships (Lee et al., 2021) and, characterised as informal agents, employees retain important information and will share it across the organisation. Krone et al. (2010) argue that the relationship created between organisation and employees should have communication as one of, if not the key factor. The academics point out that communicating internally should prioritise the efficiency of information, as well as the general understanding of what is communicated, with no room for doubt about the organisation's objectives, thus creating a link between all employees and the activities (Krone et al., 2010). What is certain is that 'all companies communicate with their employees' (van Riel & Fombrun, 2007, p. 188), but it is crucial that an organisation knows how to direct its communications according to their interests and needs.

Following up, Men and Verčič (2021) emphasise that the practice of IC has moved from one-way information to a two-way symmetrical model that promotes communication with dialogue, communication that is central and essential in the internal part of organisations as well as in the involvement of employees with them. This change of direction refers to the contribution of Grunig (1992), who on the basis of excellence theory, argues that an organisation needs to have the ability to both listen to different stakeholders and respond to their needs and interests. The scholar introduces what is called symmetrical communication, i.e. two-way communication where both parties are respected – the organisation and the employee – where within an IC perspective, symmetry is defined by 'trust, credibility, openness, relationships, reciprocity, network symmetry, horizontal communication, feedback, adequacy of information, employee-centered style, tolerance for disagreement, and negotiation' (Grunig, 1992, p. 558). Dozier et al. (1995) follow and argue that an organisation should build an organic structure and invest in a participative culture, complemented by an SIC system.

Later, Grunig et al. (2002) recognise that the great purpose of a symmetric communication is the creation of the relationship between the different interested parties or publics with the organisation, where communication is used to integrate the behaviours and the needs of all, without any intention to manipulate for organisational benefit, being the opposite of an asymmetrical communication.

Men (2014) concludes a positive relationship between a SIC and the quality of relationships between employees, arguing that the practice leads professionals to have a constant dialogue, a mutual understanding, and a passage of internal information that will meet the needs of employees, both as members of the organisation and in the performance of their duties. To add, Kang and Sung (2017) are part of the researchers who highlight the importance of effective and quality IC in motivating positive behaviours by employees and in the most varied relationships established within the organisation. They conclude that SIC increases levels of WE and the quality of their organisational relationships. Moreover, a recent study by Lee (2022) positions symmetry as the best way to reach employees, and points to the need to clarify which channels and practices will influence a correct perception of SIC. Using the Dozier et al. (1995) symmetry scale, the researcher concludes that, depending on who communicates (e.g., CEO, managers), face-to-face communication proved to be one of the most powerful means.

Outcomes common to both the bases of an IC, which can be positioned as seeking the creation of a relationship between the organisation and employees, and to a communication driven by symmetry, which reinforces this relationship by focusing on a two-way communication, studies show that communicating internally positively influences the employee-organisation relationship (Kim & Rhee, 2011; Men, 2014; Lee, 2022); performance (MacLeod & Clarke, 2009); job satisfaction (Gray & Laidlaw, 2004); level of engagement (Welch, 2011; Verčič & Vokić, 2017); trust with the organisation (Men & Bowen, 2017); organisational commitment (Lee & Kim, 2021); the perception of support (Gomes et al., 2021); the promotion of culture, mission and values (Jiang & Men, 2017); serves as a basis for change situations and increases the reputation of the organisation and decreases disagreements (Dolphin, 2005); among others.

Highlighting one of the positive results described, previous studies have confirmed a positive relationship between IC practices and AC, which means that communicating internally increases the level of AC (Malhotra & Ackfeldt, 2016). Ng et al. (2006) explain this relationship by the fact that IC increases a closer and psychological connection with the organisation, with communication being a source of encouragement for employees to feel like members of the organisation and in order to contribute to group goals. In addition, Carrière and Bourque (2009)

conclude that, when there is satisfaction with IC, employees will be more committed in an affective component, a study that also highlights a lack of empirical studies on the relationship between these two constructs.

Lee and Kim (2021) directed their research towards AC as one of the end results of the practice of IC. They follow Meyer and Allen's (1991) conceptualisation, again with an emphasis on AC, because of the strong attraction of the component and also because of the lack of studies that prove a relationship with IC. Starting from the creation of an emotional connection between employee and organisation, the researchers argue that through the practice of a SIC, employees will have a greater sense of belonging with the organisation, perceive that their needs and concerns are heard, as well as being included in decision-making, making them feel true internal members, comfortable and autonomous, which makes them more committed. In their conducted study, which had 405 participants from different companies in the USA, Lee and Kim (2021) conclude that IC driven by symmetry will fulfill the psychological and emotional needs of employees, making them feel comfortable and true members of the organisation where they work, which means that SIC is associated with AC in a positive way.

Generally, the main proposition is that when employees have the right perception about IC their affective bond with the organisation is reinforced, i.e. well-informed employees is a way to make them affectively committed and contribute to the objectives of the organisation, placing communication as a key input to AC (Welch & Jackson, 2007; ter Hoeven & Verhoeven, 2013; Gomes et al., 2014; Lee & Kim, 2021).

Following the arguments of Lee and Kim (2021), we position a two-way IC as a practice of indistinguishable importance in building a healthy work environment, as well as in achieving positive employee outcomes and meeting their psychological needs. To date, from what we have been able to explore, there is a gap in the literature in advocating a positive relationship between a SIC and AC, as well as IC in a moderator context between CSR and AC.

Yet, literature argues that when a company acts according to societal norms and expectations, this action comes with the aim of involve or (re)involve stakeholders with the business (Arvidsson, 2010). To this end, it is argued that for a company to be recognised as socially responsible, its CSR activities must be visible and addressed to all its stakeholders, both external and internal (Arvidsson, 2010; Crane & Glozer, 2016), having more and more organisations communicating about socially responsible practices to ensure that stakeholders look to the business as a responsible agent (Dawkins, 2004). It is accepted that organisations need to communicate about CSR to ensure that its practices and initiatives are successfully implemented (Duthler & Dhanesh, 2018), having empirical studies showing poor knowledge

of CSR practices makes it difficult to implement its strategy (Du et al., 2010). It is also important to highlight the pandemic situation that is having a worldwide influence, namely on business practices. Gomes et al. (2021) based their research on the current pandemic context and concluded that organisations continue to draw positives from developing IC. From their research, this means that the practice of IC succeeds in stimulating, strengthening organisational relationships, and bringing employees closer together, even in a distance work required by the pandemic. So, Covid-19 ends up being a limitation that is quite present in different research, seen as a new and delicate ‘concept’ in the literature.

Based on Brandão’s (2018) arguments, the search for an ‘organisational excellence’ (p. 99), requires a strategic and attentive approach on IC, and he also reinforces that there are fewer risks for organisations if the communication strategy is developed based on symmetry and transparency, being information transparency a positive consequence of symmetry (Men & Stacks, 2014). The literature reveals that organisations have been making significant efforts on SIC and employees, so much so that this aspect is central, both in the area of public relations and to what concerns organisational communication. However, the area of SIC still does not lack much attention and development by the literature (Men & Bowen, 2017), but it is always recognised as one of the most efficient and essential practices within an organisation, with several positive effects (Dozier et al, 1995; Kang & Sung, 2017; Men & Verčič, 2021; Lee, 2022).

To date, from what we have been able to explore, there is a gap in the literature in advocating a positive relationship between a SIC and AC, as well as IC in a moderator context between CSR and AC. In this sense, this research believes that the practice of a SIC will positively moderate the perception of CSR practices and the emotional bond of employees with the organisation, i.e., the existence of IC coupled with CSR practices (CSR X IC → AC), allows generating even more affectively committed employees. From this, we present the third study hypothesis:

Hypothesis 3: Internal Communication moderates the relationship between perceived Corporate Social Responsibility and Affective Commitment, being this relationship stronger when the internal communication is higher than lower.

Following the same scenario where IC can be a strong moderator, we believe that IC can also moderate the relationship between CSR and WE through AC. This means that we expect a positive relationship between CSR and WE having AC in the middle of this process to be

stronger when IC is stronger than weak. We have presented research that both argues a positive relationship between IC and AC (e.g., Malhotra & Ackfeldt, 2016; Lee & Kim, 2021), and that being affectively committed increases WE (e.g., Poon, 2010, 2013; Jia-jun and Hua-ming, 2022). To add, literature also advocates a positive influence of IC on WE (e.g., Kahn, 1992; Saks, 2006; Welch & Jackson, 2007; Welch, 2011; Men & Bowen, 2017).

A study from Welch (2011), places the responsibility of having engaged employees on IC. It places IC as a psychological need of employees that organisations need to take care of and develop in order to guarantee an engaged employee. Engagement is positioned both from a psychological, attitudinal and trait perspective, which highlights the usefulness of communication in (1) perceiving and meeting employees' needs for their traits, and (2) satisfying more superficial needs that meet attitudes (Kahn, 2010; Welch, 2011).

To add, Bedarkar and Pandita (2014) state that poor IC gives rise to less WE, and Men and Bowen (2017) position the practice as the indispensable element for an engaged employee, still despite its weak presence in the literature. They state that open and transparent communication engages employees, as does continuous encouragement of active participation (i.e. feedback from both parties), which allows for trust building and, in turn, higher WE. The existence of a two-way relationship between employee and organisation is a basic requirement for an engaged network (Robinson et al., 2004). In this sense, even though it also lacks attention by the literature in employee relations (Kang & Sung, 2017), a SIC proves to be a key factor in WE. Research concludes that efforts on both symmetrical and transparent communication are positively linked to a good relationship established between employee and organisation, as well as to an increased level of engagement, further adding that engaged employees exhibit more positive behaviours towards communication (Men, 2014; Kang & Sung, 2017; Yue et al., 2019). To conclude, Verčič and Vokić (2017) further point out that 'managers should be instructed on the importance of internal communication for enhancing employee engagement' (p. 891).

It is in this scenario where IC both has a positive relationship with CSR, as well as with AC and WE, that we seek to argue that IC moderates a positive relationship between perceived CSR practices and WE through AC. We thus present the fourth study hypothesis:

Hypothesis 4: Internal Communication moderates the relationship between perceived Corporate Social Responsibility and Work engagement via Affective Commitment, being this relationship stronger when the internal communication is higher than lower.

3. RESEARCH MODEL

Building on the whole previous literary structure, the aim of this research is centred on developing an analysis where we seek to validate the positive influence of the perception of Socially Responsible Practices in organisations, namely on WE, having a strong and positive mediation of an AC experienced by employees, and also moderated by a presence of an IC. To sustain these relationships, we argue that the perception of CSR practices positively influences WE (H1), and this relationship is strengthened by the AC with the organisation (H2). Furthermore, we argue that there is a positive relationship between CSR and AC, being this relationship more intensified with the presence of higher IC (H3), and also a relationship between CSR and WE, stronger with the presence of higher IC via AC (H4).

To this end, the model complements a quantitative and correlational study, to be empirically tested in the following chapters. With a strong influence and support from the literature review, we present the research model:

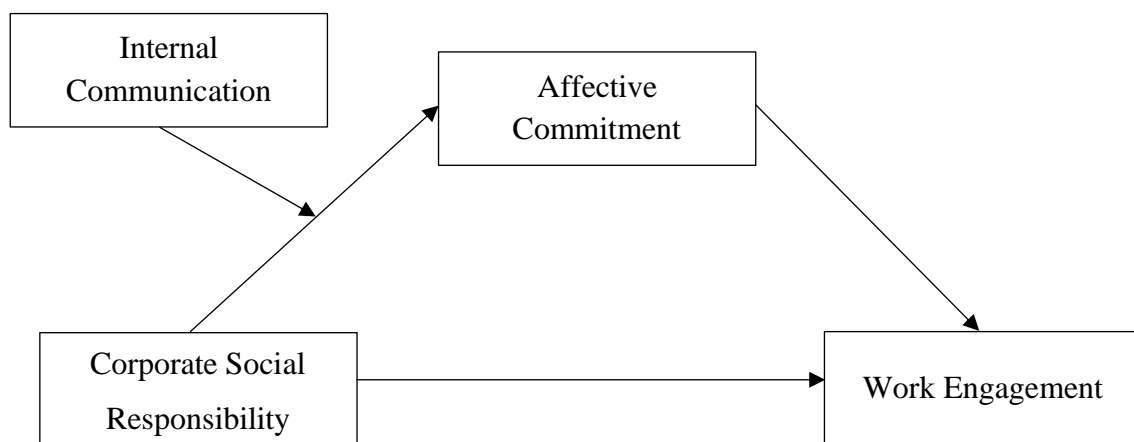


Figure 3.1 Research Model

4. METHOD

4.1. Procedure

In order to run the quantitative and correlational research, the study was accompanied by the creation and distribution of a questionnaire (Annexes A to J), developed in Qualtrics Software, with the purpose of collecting statistical data for the validation of the present research model. Following the most recent international research recommendations, the questionnaire distribution was divided into two phases in order to ensure a more robust and reliable data collection, which means that the questionnaire was distributed in two different response moments (Podsakoff et al., 2012).

The study was conducted in 7 different organisations, where each organisation gathered a significant sample to participate. It is important to mention that the choice of different organisations aimed to collect more diverse data, giving us a sample based on opinions from different organisational environments. In this sense, the names of the organisations will not be present in the research, being represented in a total sample of participants.

Organisations were contacted by e-mail, LinkedIn, and personal contacts. All information and the respective online links for replying were sent to a main contact that was established, and each organisation was responsible for distributing the questionnaires to employees, that were distributed by e-mail, internal networks and by hand.

No selection criteria were developed for participation in this questionnaire. Confidentiality and anonymity of the data were ensured, with participants being presented with an informed consent regarding the purpose of the study, necessary instructions to respond, as well as the possibility to accept or refuse participation in the research. Being a two-phase study, participants were also presented with instructions for the creation of a unique code, in order to make the connection between the two phases (Annex B).

Due to different start timings, data collection lasted approximately three months, starting on 7 February 2022 and ending on 14 April 2022. A spacing of two to three weeks between each phase was ensured, accompanied by two reminders to participants with the aim of motivating response. According to the information obtained, the questionnaires were presented to approximately 450 employees in total. As initial numbers, 333 and 314 responses were obtained in the first and second collection phase, respectively. After working through the database, an inclusion criterion was applied, considering only effective employees in the company or with a fixed-term employment, and after linking the unique codes between participants who responded in both phases (i.e., only the responses from the participants who

responded to the first and second collection phase were considered as valid), 165 responses were included as a final sample of the analysis.

4.2. Participants

The study presents a final sample of 165 participants, spread across 7 different organisations located in Portugal. A total sample is composed by participants aged between 22 and 61 years ($M = 40.39$; $SD = 9.95$), with 53.3% female participants representing a slight majority. Regarding academic qualifications, with the last year completed, the vast majority of participants have a bachelor's degree (52.7%), with the remaining sample distributed by 0% with qualifications up to the 9th year, 6.7% between the 10th and 12th year, 15.8% with a post-graduate degree and 24.8% with a master's degree. In terms of seniority, the average number of years in the company corresponds to 11.46 ($Min = 1$; $Max = 36$; $SD = 10.38$). As for the leadership and work regime, respectively, 80.6% do not represent a management position, and the majority of the participants have been in a hybrid regime in the weeks prior to the response (39.4%), followed by a significant percentage in face-to-face work (31.5%), and a minority in remote work (29.1%). To complete, 83% of the participants are permanent employees in the company and the remainder have a fixed-term contract (17%).

To guarantee the anonymity of the companies, it is only appropriate to mention that they are distributed through different types of business – banking, technology, health and well-being, and fashion. In statistical terms, the sample collected from each company represents the following percentage of the total sample (100%): Company 1 – 6.1%; Company 2 – 1.8%; Company 3 – 21.8%; Company 4 – 38.2%; Company 5 – 16.4%; Company 6 – 13.9%; Company 7 – 1.8%.

4.3. Instruments

The structure of the questionnaire is based on the application of scales recognised by the literature, previously validated and analysed, adapted for the Portuguese language, as this is the mother language of the country where the questionnaires were distributed. Being a two-phase study, two questionnaires were distributed in different phases. At the beginning of each response phase, both questionnaires started with the presentation of the topic, the information necessary for a correct completion, the guarantee of anonymity and data confidentiality, as well as the instructions for the creation of a unique mandatory code to make the connection between

the two phases. Combining the two phases, the final questionnaire is composed by 38 questions assigned to four measurement scales (Annexes A to J).

In the first phase of the questionnaire (Annexes A to F), the structure is composed of 21 questions, divided into three distinct scales: Employee Engagement (9), Affective Commitment (6) and Symmetrical Internal Communication (6). In the final part of this first phase, ensuring the participants' confidentiality and anonymity, sociodemographic questions were also presented for a consistent sample characterisation, namely gender, age, academic qualifications, seniority, having a management position, employment status in the last week, and contractual situation.

In the second phase of the questionnaire (Annex G to J), the participants were presented to 17 questions representing the Corporate Social Responsibility Perception scale. In the final part, three sociodemographic data were requested – gender, age, seniority – with the aim of supporting the linking of answers from a first to a second phase, in case of possible doubt in the code created.

We then present the scales used, complemented with an analysis of the internal consistency of each, in order to ensure the existence of a positive correlation on the variables.

4.3.1 Perceived Corporate Social Responsibility Scale (predictor variable)

As a predictor variable, the perception of CSR is measured by the scale developed by Duarte (2011), composed of 17 questions (original Portuguese version). The questions are assigned to three different areas, where the author divides the variable into 7 questions of Social Responsibility for Employees (e.g., 'This organisation promotes work-life balance'), 6 questions of Social Responsibility for Community and Environment (e.g., 'This organisation supports cultural and educational events'), 3 questions for Economic Social Responsibility (e.g., 'This organisation strives to be profitable'), and ending with a general question about the thematic ('This organisation in general, is concerned to develop a set of activities that reveal high social responsibility') (Annex I). According to the participants' position towards what happens in the organisation where they work, the participants respond on a Likert scale, from 1 to 5, with 1 'Totally disagree' and 5 'Totally agree'.

For analysis purposes, this research uses a general scale, bringing together the three subdimensions into a single scale. To this end, the internal consistency was measured with the 16 main items together (i.e., the general question was not included), reporting a Cronbach's alpha coefficient of 0.79, which reveals a significant correlation between the items under study.

4.3.2 Work Engagement (criterion variable)

For the criterion variable, to analyse the degree to which employees are engaged with the work they perform, the Utrecht Work Engagement Scale-9 was used. This measure was originally composed by 17 questions, and further adapted to 9 questions by Schaufeli et al. (2006). The scale is divided into three subscales that aim to characterise vigour (e.g., ‘At my work, I feel bursting with energy’), dedication (e.g., ‘I am enthusiastic about my job’), and absorption (e.g., ‘I feel happy when I am working intensely’), being this the version used in this research and adapted to Portuguese by Teles et al. (2017) (Annex C).

The answers are scored on a Likert-type scale, from 1 to 7, with 1 being ‘Never’ and 7 being ‘Always’. Following Schaufeli et al.’s (2006) recommendation, a global indicator was calculated by averaging the items. The variable shows good levels of internal consistency ($\alpha = 0.91$).

4.3.3 Affective Commitment (mediator variable)

Positioned as a mediator variable, with the purpose of measuring employees’ AC to the organisation, one of the most accepted scales in the literature developed by Meyer and Allen (1991) and adapted by Nascimento et al. (2008) was used. The scale is composed by 6 questions (e.g., ‘I actually feel the problems of this company as if they were mine’), measured on a Likert scale from 1 to 5, where 1 ‘Totally Disagree’ and 5 ‘Totally Agree’ (Annex D).

As for the levels of internal consistency, the variable presents a Cronbach’s alpha coefficient of 0.77, which allows us to conclude that there is a good reliability between the items.

4.3.4 Internal Communication (moderator variable)

As a moderator variable, IC seeks to measure how employees perceive communication within the organisation, looking for the existence of a SIC. To this end, the scale developed by Dozier et al. (1995) was applied, comprising 6 questions (e.g., ‘Most of the communication between me and my organisation can be characterised as a two-way communication’) and measured on a Likert scale from 1 to 5, with 1 being ‘Strongly Disagree’ and 5 being ‘Strongly Agree’ (Annex E). The translation into Portuguese was made by the authors of this research, in accordance with the Portuguese orthographic agreement.

Cronbach’s alpha coefficient is 0.91, giving us a variable with quite positive levels of internal consistency.

5. RESULTS

With the aim to explore the associations between the variables in study, this section presents the correlation values, as well as the means, standard deviations and internal consistency for each variable, all present in Table 5.1. For this purpose, Spearman's correlation coefficient was used, due to the presence of nominal and ordinal variables. Through this coefficient, we were able to assess the correlations of the variables, considering that associations are positive when values are close to 1, negative associations are considered when values are close to -1, and the correlations that are further away from 0 have an increasing significance. It is important to highlight that the scales used represent an increasing positive significance, with the highest value (i.e., 5 or 7) being the most positive meaning for the evaluation.

Beginning the analysis with the values present in Table 5.1, for the predictor variable it is possible to conclude that participants have a positive perception of CSR practices of the company they work for, with a scale of 1 to 5, having a mean value equal to 4.30 with an *SD* of .29. With regards to WE, participants are positively engaged with their work, having a scale from 1 to 7 and the analysed values above the average ($M = 5.40$; $SD = .77$). Additionally, with a scale from 1 to 5, both AC ($M = 4.00$; $SD = .60$) and IC ($M = 3.95$; $SD = .80$) show positive values, which reveals that workers have a significant affective bond with the company where they work and also recognise the existence of a SIC, respectively.

Moving on to the correlations between the variables, the most significant correlation with the predictor variable (CSR), is with AC, that despite presenting a low intensity value presents a positive and statistically significant relationship ($\rho=.30$; $p<.01$), which allows us to conclude that higher levels on a perception of socially responsible practices are associated with higher levels of AC of participants with the company, that is, the increase in the predictor variable follows the increase in the mediator variable. The same scenario does not occur between CSR and WE ($\rho=.09$; $p=.23$), showing that a higher perception of socially responsible practices is not significantly associated with increased engagement of participants with their work. To complement, we observe that the correlation between AC and WE present quite significant values ($\rho=.52$; $p<.01$), meaning that there is a quite positive relationship between these two variables, being that higher levels of an AC are associated with higher levels of WE.

For IC, we note positive relationships with both CSR ($\rho=.33$; $p<.01$) and AC ($\rho=.52$; $p<.01$), with this variable having a positive relationship on both, which means that higher levels

of an IC are associated with a higher perception of socially responsible practices and also with a higher affective bond of the participants.

With regard to the sociodemographic and socioprofessional variables, for the CSR variable the values do not highlight any significant relationship, meaning that gender ($\rho=.09$; $p=0.28$), age ($\rho=-.08$; $p=.34$) the level of education ($\rho=.11$; $p=.18$), seniority ($\rho=-.12$; $p=.13$), having a management position ($\rho=-.06$; $p=.42$), employment status ($\rho=.06$; $p=.45$), and professional situation ($\rho=.05$; $p=.52$), have no association with the perception of CSR practices.

For WE, although seniority presents low intensity and negative values, it has a statistically significant relationship with the criterion variable ($\rho=-.16$; $p<.05$), which tells us that participants who have worked for fewer years in the company present higher levels of WE. The remaining variables are not statistically significant, concluding that gender ($\rho=.06$; $p=.41$), age ($\rho=-.07$; $p=.32$), academic qualifications ($\rho=.09$; $p=.22$), having a management position ($\rho=.14$; $p=.07$), employment status ($\rho=-.12$; $p=.11$) and professional situation ($\rho=-.06$; $p=.38$), are not associated with higher levels of participant's engagement with their work.

To conclude, the variables for AC also do not present significant values, with the exception of work regime, that despite having low intensity and negative values ($\rho=-.18$; $p<.05$) expresses that higher levels of AC are present in workers who were not in face-to-face work in the weeks prior to the response. So, gender ($\rho=.04$; $p=.53$), age ($\rho=.09$; $p=.24$), academic qualifications ($\rho=-.03$; $p=.64$), seniority ($\rho=.02$; $p=.79$), having a management position ($\rho=.09$; $p=.23$), and professional status ($\rho=.04$; $p=.58$), are not associated with higher AC to the organisation.

Table 5.1 Means, standard deviations, internal consistencies and Spearman's correlations between variables

	<i>M</i>	<i>SD</i>	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
1. Gender	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Age	39.42	10.75	.220**	-	-	-	-	-	-	-	-	-	-
3. Academic Qualifications	-	-	.070	.246**	-	-	-	-	-	-	-	-	-
4. Seniority	9.95	10.23	.199*	.810**	.298**	-	-	-	-	-	-	-	-
5. Management Position	-	-	.125	.373**	.081	.267**	-	-	-	-	-	-	-
6. Work Regime	-	-	.029	.134	.146	.172*	-.083	-	-	-	-	-	-
7. Contractual Situation	-	-	.132	.522**	-.105	.599**	.181*	.087	-	-	-	-	-
8. Corporate Social Responsibility	4.30	0.29	.085	-.075	.105	-.120	-.063	.059	.051	(.79)	-	-	-
9. Work Engagement	5.40	0.77	.065	-.078	.095	-.162*	.143	-.123	-.069	.093	(.91)	-	-
10. Affective Commitment	4.00	0.60	.049	.093	-.037	.021	.095	-.189*	.044	.296**	.523**	(.77)	-
11. Internal Communication	3.95	0.80	-.010	-.188*	.155*	.358**	.077	.335**	-.188*	.330**	.508**	.516**	(.79)

Notes:

* $p < .05$; ** $p < .001$; Cronbach's alpha is in parentheses

- Gender: 0= Feminine; 1= Masculine

- Academic Qualifications: 1= Up to 9th grade to 6= PhD

- Management Position: 0= No; 1= Yes

- Work Regime: 1= Fully in face-to-face work to 3= Fully in remote work

- Contractual Situation: 0= Fixed-term work contract; 1= Permanent work contract

5.1. Hypothesis Testing

To test the model proposed in this research, SPSS Statistics with PROCESS v4.1 (Hayes, 2018) was used. Through the test of the regressions, the values of a total effect, as well as the mediations and moderations coefficients allow us to validate the study hypotheses. Table 5.2 presents Model 4 for an initial analysis of the total effect of perceived CSR practices on WE (Hypothesis 1). In addition, Tables 5.3, 5.4 and 5.5 describe both Model 4 and 7, with the values of the direct and conditional effects on the mediating relationship of AC for Hypothesis 2, and moderating relationships of IC which corresponds to Hypotheses 3 and 4.

Hypothesis 1 predicts a positive relationship between the perception of CSR practices and WE. Accordingly, it is expected that when employees have a positive perception of socially responsible practices, there are simultaneously higher levels of engagement with their work within the company. Observing the values present in Table 5.2, the total effect of the predictor variable (CSR) on the criterion variable (WE) presents statistically significant values that allow us to support the relationship described. Even though it is a low value, this relationship explains about 7.8% ($R^2=.78$) of the total variance of WE and the coefficient results confirm that the perception of CSR practices increases WE ($B =.442$; $CI =.041, .842$). As a final result, Hypothesis 1 is supported.

Table 5.2 Total effect of X (CSR perceptions) on Y (Work Engagement)

	Work Engagement		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Total Effect			
Constant	3.912	2.152	5.673
CSR	.442*	.041	.842
Seniority	-.006	-.018	.006
Work Regime	-.173	-.325	-.020
	$R^2 = .078$		
	$F(3, 161) = 4.514, p < .05$		

Notes:

* $p < .05$; ** $p < .001$

- Work Regime: 1= Fully in face-to-face work to 3= Fully in remote work

- LLCI= Lower limit confidence interval; ULCI= Upper limit confidence interval

Hypothesis 2 represents a mediation effect of AC on the relationship between CSR and WE. This hypothesis predicts that the existence of an increased AC with the organisation

explains the relationship between a positive perception of CSR practices and WE, i.e. employees who perceive socially responsible practices will have a stronger AC with the company and subsequently will have a higher engagement. From Table 5.3, it can be concluded that this mediation relationship has statistically significant values, with the model explaining 49.6% ($R^2=.496$) of the total variance of WE. Regarding coefficients, the direct effect of CSR on WE shows negative values ($B = -.145$; $CI = -.459, .169$) when the mediator is present, which has a positive meaning for mediation. With the mediation of AC, the values represent a positive and quite significant relationship ($B = .905$; $CI = .750, 1.060$), meaning that the existence of an AC with the company mediates the relationship between the perception of CSR practices and WE. To complete, as shown in Table 5.4, the perception of CSR practices positively influences AC ($B = .649$; $CI = .351, .946$) and comparing the values of the total effect of CSR on WE ($B = .442$; $CI = .041, .842$) with the values of its direct effect ($B = -.145$; $CI = -.459, 169$), we realise that the difference in the values enhances the importance of the existence of AC as a mediator. Moreover, the indirect effect of the perception of CSR on WE through the mediation of AC is statistically significant ($B = .587$; $CI = .306; .951$). This means that the perception of CSR practices increases employees' emotional bond with the organisation and consequently increases levels of WE, having Hypothesis 2 supported.

Table 5.3 Direct effect of X (CSR perceptions) on Y (Work Engagement) via mediator (Affective Commitment)

	Work Engagement		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	1.894	1.181	2.606
CSR	-.145	-.459	.169
AC	.905**	.750	1.060
Seniority	-.011	-.020	-.002
Work Regime	.006	-.112	.123
$R^2 = .496$			
$F(4, 160) = 39.308, p < .001$			
Indirect Effect			
CSR > AC > WE	.587	.306	.951

Notes:

* $p < .05$; ** $p < .001$

- Work Regime: 1= Fully in face-to-face work to 3= Fully in remote work

- LLCI= Lower limit confidence interval; ULCI= Upper limit confidence interval

Table 5.4 Direct effect of X (CSR Perceptions) on mediator (Affective Commitment)

	Affective Commitment		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	1.542	.2322	2.851
CSR	.649**	.351	.946
Seniority	.005	-.004	.014
Work Regime	-.197	-.310	-.083
	$R^2 = .496$		
	$F(4, 160) = 39.308, p < .001$		

Notes:

* $p < .05$; ** $p < .001$

- Work Regime: 1= Fully in face-to-face work to 3= Fully in remote work

- LLCI= Lower limit confidence interval; ULCI= Upper limit confidence interval

Hypothesis 3 sustains that the existence of a stronger IC moderates a stronger relationship between perceived CSR practices and AC, explaining about 44.5% ($R^2 = .445$) of the total variance of AC (Table 5.5). The existence of two-way IC is expected to strengthen the relationship where employees who perceive CSR practices have a higher level of AC with the company where they work. Looking at the values in Table 5.5, there is a direct and positive effect of the perception of CSR practices on AC ($B = .315$; $CI = .011, .620$), but this effect becomes even more stronger with the moderation of SIC ($B = .493$; $CI = .385, .600$), being the interaction effect between CSR and IC equally positive and significant ($B = .267$; $CI = .055, .472$). In addition, the conditional effects show us the relevance of the existence of a two-way communication, with moderate ($B = .315$; $CI = .011, .620$) and higher ($B = .527$; $CI = .116, .939$) levels increasingly reinforcing this moderation relationship. In conclusion, the values described allow us to ensure that IC moderates a stronger relationship between the perception of socially responsible practices and the affective bond felt by employees, and Hypothesis 3 is supported.

Table 5.5 Direct, Conditional and Mediated Moderated effects of X (CSR Perceptions) on mediator (Affective Commitment) via moderator (Internal Communication)

Affective Commitment			
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	3.959	3.749	4.168
CSR	.315*	.011	.620
IC	.493**	.385	.600
Interaction CSR x IC	.264*	.055	.472
Seniority	.013	.006	.020
Work Regime	-.068	-.165	.029
$R^2 = .445$			
$F(5, 159) = 25.530, p < .001$			
Conditional Effects			
IC			
-.803	.104	-.166	.373
.000	.315*	.011	.620
.803	.527*	.116	.939
Work Engagement			
Conditional Indirect Effect			
CSR > AC > WE	$B = .285; 95\% BootIC = .004, .544$		
Index of Moderated Mediation			
IC X (CSR > AC > WE)	$B = .239; 95\% BootIC = -.126, .391$		

Notes:

* $p < .05$; ** $p < .001$

- Work Regime: 1= Fully in face-to-face work to 3= Fully in remote work

- LLCI= Lower limit confidence interval; ULCI= Upper limit confidence interval

Hypothesis 4 advocates that IC moderates a stronger relationship between CSR and WE via AC. Observing the values in Table 5.5 it can be seen that the conditional indirect effect represents a weak significance ($B = .285; CI = .004, .544$) with a presence of a moderate IC, not being sufficient to support a mediated moderation. To add, this weak relationship is reinforced when looking to the index of moderated mediation ($B = .239; CI = -.126, .391$), that allow us to conclude that IC does not moderate the relationship between the perception of CSR practices and WE via AC. This means that there is no statistical support to validate H4.

In summary, through the described analyses we were able to support the formulated study hypotheses, except one. In the next section, we move on to the discussion of the results and the

connection with the entire literary support, referring to the limitations that integrate the study as well as future suggestions as initiatives to add value to the model created.

6. DISCUSSION AND CONCLUSION

Both highlighted as relevant themes and of strong academic debates, the present study defined as main objective to explore the importance of the perception of CSR practices in companies and their positive influence WE. Taking into account that this relationship has been strongly supported by the literature, we aimed to develop a model that explained this main relationship but included new variables also with a strong literature presence. The AC of employees to the organisation has been the focus of significant studies, both for its individual relevance and as a mediator of working relationships, being considered valuable to complete this model in a mediating position. IC holds numerous advantages that we considered interesting, as well as being a motivator of several positive results, entering this model with a moderator role, supporting the construction of a perception of CSR practices. It should be noted and as we have previously verified, H1, H2 and H3 were fully supported, with non-significant results for H4.

The relationship established in this model as the first study hypothesis advocates that a perception of CSR practices positively influences WE, being fully supported and aligned with the literature. CSR has been gaining more and more presence both in the literature and in organisations (Turker, 2009; Carroll, 2021). In a current context, organisations have been facing challenges in people management and Carroll (2021) states that this is a great opportunity for businesses to bet and innovate in CSR development and not just see it as an extra as Collier and Esteban (2007) said. It is in this context that this research positions responsible practices as a successful tool to generate positive attitudes and work behaviours following numerous research (e.g., Bhattacharya et al., 2008; Gond et al., 2017; Lu et al., 2020), directing research towards a micro-CSR (Rupp & Mallory, 2015) and with a focus on employees, reviewed as one of the most important agents (Peterson, 2004; McShane & Cunningham, 2012; Gond et al., 2017).

WE is the positive attitude that this study predicts as a result of perceived CSR practices, arguing that when employees perceive CSR practices they have a greater WE. Following Schaufeli and Bakker's (2004) construction, this means that employees will perform their duties with energy, effort and resilience (vigour), accompanied by a strong involvement and delivery (dedication), making the individual so focused and satisfied that makes a working day a pleasant context (absorption).

Considering that it is essential to have a balance between the individual and the organisation that ensures WE (Kahn, 1992), but creating conditions to engage employees is not a simple job, promoting a perception of socially responsible practices is positioned as a useful tool and of positive influence. There are several studies that prove the positive influence of CSR on work

behaviours (Gond et al., 2017), namely on WE. As evidenced by Glavas (2012, 2016) and so many other researchers (e.g., Evans et al., 2011; Saks et al., 2021), the existence and consequent employees' perception of CSR practices promotes a feeling that they are contributing to a responsible organisation full of corporate citizens. All this connection makes research note the importance of CSR in WE, and is even positioned as a recent trend in the sense that it is argued that employees are increasingly engaged at work by the existence of socially responsible activities (Lu et al., 2020) (CSR → WE).

As an important note, for this research we looked for Portuguese companies that practice and highlight the positive perception of CSR practices by employees. Following the latest data made available by Gallup (2021), in Portugal the percentage of engaged employees increased by 1%, giving a total of 18%, a value quite close to the global percentage (20%). By the nature of the correlational study we cannot conclude a cause-effect, but we can argue with some significance that the existence of the responsible practices in the companies under study notes a positive implication in WE as an end result.

For the second study hypothesis, the benefit of having employees with a higher emotional attachment to the organisation was the main context to explore. We have previously seen that the literature supports that the perception of CSR practices positively influences WE, but we added AC as a mediator, expecting an even stronger and more positive relationship. From the results analysed, it was possible to support the second study hypothesis, which translated into four conclusions: (1) the perception of CSR practices positively influences AC; (2) the existence of this emotional attachment has a strong influence on WE; (3) in a full mediation effect, in the presence of AC, the perception of CSR practices does not positively influence WE; and we finally concluded that (4) the perception of CSR practices promotes greater AC of employees to the organisation (AC), which in turn promotes higher levels of WE, a relationship that supports the second study hypothesis. In short, this study hypothesis highlights both the significant effect that the perception of socially responsible practices has on increasing AC and the effect that committed employees have on their greater WE.

Following the explosion of research directed towards micro-CSR (Glavas, 2016), CSR is positioned as a notable motivator of positive work behaviours with the importance of engaging employees in such practices being highlighted early on (e.g., Freeman, 1984). The study by Bhattacharya et al. (2008) fully addresses this positive influence and states that when employees perceive CSR, organisations experience greater talent attraction, higher retention, a meeting of needs, and a strong commitment to the organisation. To add, we support that employees can also be seen as ambassadors of CSR practices (McShane & Cunningham, 2012), which makes

their role in this context even more important. It is increasingly crucial to study the impact that such practices have on employees, but also to realise that it is the employees themselves who are responsible for their creation and implementation.

The literature follows this last result, where CSR influences OC, with a greater emphasis on the influence on the AC (e.g., Peterson, 2004; Duarte, 2011). In a current reality, Bouraoui et al. (2020) point to an important point: the way in which the pandemic caused by Covid-19 has been changing organisations. The researchers state that having committed employees has become an even more important factor and this research sought to build a path where the perception of CSR practices is positioned as a valuable tool to that effect.

The results obtained enable to follow studies that confirm this relationship of positive influence or even by Social Identity Theory. We support this second study hypothesis by the arguments of Kim et al. (2016) who clarify that individuals evaluate the organisation in the same way they evaluate people and from there they build their social identity (Peterson, 2004). When individuals review where they work the values they believe in and participate in activities on behalf of society, a feeling is generated that they are 'wearing the t-shirt' and create an affective bond with the organisation (Ashforth & Mael, 1989).

It is in this path of emotional attachment that in this research we place WE as the final outcome. Following the studies of several authors, we made it clear that AC can be studied both by its antecedents and as a motivator of positive outcomes in employees themselves. Based on Meyer and Allen's (1991) conceptualisation, commitment reflects a relationship between employee and organisation, where individuals desire to stay in the organisation, accompanied by strong feelings of identification and involvement. By this reasoning, we perceive that organisations who are working towards higher levels of AC are also working towards higher levels of WE (Saks, 2006), where Rhoades et al. (2001) argue that emotionally committed employees have greater security to engage with their work.

Following Poon's (2010, 2013) studies, the researcher offers a fairly clear explanation of this sequential relationship, being able to confirm the positive influence of AC on WE, with AC being the mediator in a similar relationship. Her research explains that an affectively committed employee holds characteristics and feelings that will inevitably give rise to a more engaged employee. Comparing this research to the definition of WE constructed by Schaufeli and Bakker (2004), we can equate both concepts by joining the characteristics of AC to the characteristics of WE (vigour, dedication, absorption). The researcher explains that AC promotes greater identification with the organisation, as well as emotional attachment and meaning (dedication), and greater satisfaction with work, which leads employees to a greater

willingness to devote their time, energy and attention to work (absorption and vigour), translating this willingness into greater WE. In addition, we realise that WE can be positioned either as a consequence of AC or even as a form of commitment, the latter construct being supported by the arguments of Swaminathan and Aramvalarthan (2013).

In this sequence, it becomes possible to sustain that when employees have a perception of socially responsible practices they will show higher levels of an emotional commitment to the organisation which in turn will promote a greater engagement of employees with the work they perform daily (CSR → AC → WE), so much so that the results of our model show a greater WE with the presence of AC as a mediator ($B = .905$; $CI = .750, 1.060$), compared to the total WE only with the perception of CSR practices ($B = .442$; $CI = .041, .842$).

For the third study hypothesis, we placed the practice of IC as a moderator between the relationship of the perception of CSR practices and AC. We were able to support that when employees have a perception of CSR practices they will have higher levels of AC, and the existence of good communication at internal level will make this relationship even more significant, in the sense that the perception of practices is strengthened by communication.

Following the explanation given in the second study hypothesis, we have already made it clear that the perception of CSR practices promotes higher levels of an emotional attachment. Now, we explain a new relationship: the positive influence of IC on higher levels of AC. It is important to highlight that in this research we look at IC characterised by symmetry, supporting that it is essential to exist a two-way communication process, i.e. both the organisation and employees communicate and are heard, following the conceptualisation and measures of Grunig (1992) and Dozier et al. (1995). As recently pointed by Men and Bowen (2017), this communication approach has not received much attention in the literature, but research proves its more than positive effect on organisations, reinforcing the obvious that ‘all companies communicate with their employees’ (van Riel & Fombrun, 2007, p. 188).

To add, Brandão (2018) points out that a strategic focus on IC is a path to reach organisational success, highlighting transparency and symmetry as crucial factors to avoid less risks for positive results. Following, according to Men’s (2014) arguments there is a positive relationship between an IC characterised by symmetry and a quality relationship between employee and organisation. The main idea is that the two-way IC will promote a constant dialogue and a mutual understanding that allows meeting the needs of employees in relation to the organisation and the work they perform (Men & Verčič, 2021). This is where Ng et al. (2006) also explain that communicating internally will foster a closer emotional relationship

with the organisation, making employees more comfortable and at ease to contribute to the organisation's goals.

The study of Lee and Kim (2021) is in line with these considerations, where researchers argue that, based on Meyer and Allen's (1991) conceptualisation of AC, the practice of a two-way IC will increase employees' sense of belonging, the perception that their needs and interests are taken into account, making them feel true members of the organisation and, as a consequence, with a greater involvement in their professional tasks. Basically, Lee and Kim (2021) conclude that symmetry in communication will fulfil the emotional part of individuals, translating into greater AC, which completes the arguments of Ng et al. (2006). Here, IC is positioned as a key input for building affectively committed employees, which is in line with several studies (e.g., Welch & Jackson, 2007; Gomes et al., 2014; Malhotra & Ackfeldt, 2016).

This research both concludes a positive relationship between CSR perception and AC, supported by the literature as we have seen earlier, and also a positive interaction relationship between AC and IC ($B = .264$; $CI = .055, 472$). We follow the arguments of both Dawkins (2004) and Duthler and Dhanesh (2018), who both state that companies started to recognise the importance of communicating socially responsible practices to ensure their successful implementation, and 'to ensure their corporate behaviour is responsible in the eyes of their stakeholders' (Dawkins, 2004, p. 109). From this, we ally IC with the perception of CSR practices, an alliance that increases the levels of employees' AC with the organisation. We were able to draw a positive interaction result between CSR and CI, which allows us to confirm the veracity of this IC moderation effect ($CSR \times IC \rightarrow AC$).

Concerning the fourth and last study hypothesis, IC is placed as a moderator of the relationship of CSR and WE via AC. The results show that this relationship has no statistical significance which means that H4 is not supported. From what has been concluded above, IC reveals positive influences and relationships with both CSR, AC and WE, but our results show that a scenario of a moderated mediation is not valid. We followed the arguments that confirmed a need of communicating about CSR practices to increase the level of WE (e.g., Duthler & Dhanesh, 2018), aligned with the importance of communicating internally to engage employees with work (e.g., Welch, 2011). Putting these two scenarios together, it would be expected that IC would play a successful role, even more with a presence of affectively committed employees. Future research should explore further this effect, as the present study's findings could have been limited by the relatively low variability of the levels of IC. As the *SD* was 0.80 ($M = 3.95$), few participants worked for an organisation with low IC, and that might have inhibited the statistical significance of the analysis performed. Future research with companies with more

extreme levels of IC can help shed light on the role of IC as a moderator of the indirect relation of CSR on WE via AC.

6.1. Theoretical and Practical Contributions

From a theoretical perspective, as far as we could verify, both this mediation and moderation relationship have not been previously tested, which makes this model innovative and with a new approach on the different themes present, reinforcing the idea that CSR is and should be part of any organisation (Du et al., 2010). With a partial support given to all the study hypotheses, it is possible to conclude that the development of this research contributes to the reinforcement of the positive influence that the perception of CSR practices has on WE and on the AC of employees with their work and with the organisation, respectively. These results on the influence of CSR follow several findings present in the literature and reinforce the relevance of exploring the concept in an individual direction, where Jones et al. (2017) and Aguinis and Glavas (2012) claim there is a gap or lack of studies, and that recently an ‘explosion’ of research on this direction has been observed (Gond et al., 2017).

We also contribute to the added value of mediating the relationship of CSR and WE with AC, the latter variable being highlighted and again considered as a strong mediator. Following Poon (2010, 2013) and Jia-jun and Hua-ming’s (2022) studies, this research contributes to the validity of AC as a mediator in a sequential relationship where WE is the final outcome. Being an innovative model, we present a new sequential relationship, which partly follows these studies, but which places the perception of CSR practices as the beginning of a new sequence, and complemented by the great influence and integration of IC.

In addition, it is highlighted the importance of a bidirectional IC as a moderator, in the relationship where the perception of CSR practices seeks to make employees with a greater emotional attachment to the organisation. A recent study by Lee and Kim (2021) points to the lack of studies on IC characterised by symmetry and its positive influence on getting emotionally committed employees, and it was also in this context that the present study sought to prove and strengthen the validity of SIC being a moderator and motivator of AC. Yet, studies have been arguing about the importance of communicating CSR practices to have positive outcomes (Brandão, 2018), and it is evident here that IC possess a positive role in a sense that by communicating about CSR, employees will be even more affectively committed with the organisation.

Through the literature we face some lack of consensus about the most appropriated definitions to characterise both CSR, WE and AC (Glavas, 2012; Mercurio, 2015; Saks et al.,

2021), and in that sense this research contributes to a clearer summary of the meaning of each construct, as well as validating the use of the present measurement scales. For both IC and SIC, literature also argues some lack of studies about the importance of this topics and its positive influence to work behaviours, being this research a contribution to its both pertinence.

Changing directions, from a practical perspective, the main conclusions are that if companies develop and invest in the perception of socially responsible practices they will (1) achieve higher levels of employee engagement with their work and (2) increase an emotional attachment to the organisation, which in turn reinforces engagement. Also, (3) communicating about CSR practices will reinforce the relationships described above. We direct the research to the individual side of the organisations – the employees – giving them tools so that their day-to-day life encompasses positive reactions and behaviours, not forgetting that these agents are responsible for the organisational success, both as receivers and motivators.

Organisations increasingly need to look inside and outside the business, with an essential focus on the individuals within the business. This research shows that when there is a focus and concern for the business, individuals and society (i.e. CSR), participants show greater levels of engagement and commitment, in the sense that they value and are more satisfied with the organisation where they work and their desire to remain increases. We reinforce the importance of betting on practices that focus on these three main agents, not dismissing a bet on communication about the practices. Today more than ever, communicating and promoting a dialogue on various organisational themes is essential. We emphasise the existence of two-way communication as a moderating tool for a specific relationship, but we suggest that this tool must be seen and applied in the general organisation, supporting the research that idealises this type of communication as motivating relationships, trust, feedback, centred on the employee, among others (Grunig, 1992). A collaboration of both areas responsible for CSR implementation and IC can work together to improve common outcomes and goals, reinforcing the importance of communicating internally about socially responsible practices. We believe that our results were partially positive by putting CSR and IC in the same scenario, giving organisations a useful combination (CSR X IC) to reach employees.

We think it pertinent to suggest some initiatives that illustrate a possible practical application of CSR as well as the reinforcement of its positive perceptions from employees, bearing in mind the pyramid built by Carroll (1991) that seeks to ensure that responsible practices respond to four dimensions – economic, legal, ethical and philanthropic. Basically, we answer the question of *what can organisations do with CSR?*. Meeting the profit of the business and the benefit of society, organisations may bet on: a product or service offer at a

reduced price, produced from recyclable materials, directing part of the profits to the company and another part to a cause (e.g., health care); bet on initiatives to reduce plastic at home and in the workplace (e.g., offering recyclable bottles); promoting the participation of physical and virtual employees in charity/volunteering actions (e.g. helping the homeless, virtual animation event in a volunteering centre); reinforcing the concern with the environment (e.g. planting trees); developing and communicating on ethics, inclusion and diversity policies; or reinforcing the dissemination of information on CSR within the company (e.g. reports, events, conferences, or even appointing monthly CSR ambassadors). Facing the new reality, the CSR tool needs to be adapted to the new working methods, and these suggestions can be adapted to two moments: face-to-face and virtual.

Still, without taking away the relevance and validity of the model under study, we suggest exploring different final outcomes to understand the suitability of the model and promoting the knowledge of this sequential interaction, believing that CSR coupled with AC and IC can be motivators of different positive work behaviours, giving these tools to both organisations and the growth of literature on the topics. AC attracts much of the attention of researchers and academics, but it would also be important to understand the validity of the other components – CC and NC – in the model in question.

6.2. Limitations and Future Research

Although we were able to partially support the four study hypotheses, all the effort and time dedicated to this research were accompanied by certain obstacles. We realised that the main limitations were mainly faced in the data collection phase and due to certain constraints outside the research that we could not control or change.

The first limitation concerns the sample and the nature of the study. The results do not allow us to build a general conclusion nor to argue a cause-effect in the relationship of the variables, due to its correlational characteristic. To add, we believe that the two-phase study contributed to the sample size.

The second limitation frames the new context of the pandemic caused by Covid-19, which has recently changed the work regime of all participants, and has become a challenge for research. We believe that has influenced the non-significance of the socioprofessional variables, considering that in the sample obtained the largest percentage represents participants who were in a hybrid work model in the week prior to the response, which may end up changing the opinions obtained, and in each work scenario (face-to-face or remote), the involvement and commitment may vary.

The third limitation follows the constraint mentioned above, where the different work regimes made it difficult to distribute the questionnaires (online and physical) and also, since the great majority of the questionnaires were distributed online, promoted a lack of contact for clarify any possible difficulty or doubt that may have arisen.

Against these limitations, we want to highlight the importance of exploring this research model in a 'non-pandemic' or more stable situation, where we expect that the working regime and feelings caused by the pandemic will not have a significant influence on the conclusions drawn in sample studies, as well as on reaching organisations with this type of data collection initiative. Yet, as far as the sample is concerned, it becomes relevant to invest in replicating the study in different organisations, if possible with significant samples ($n > 200$), which allows for the validation and reinforcement of the conclusions drawn, trying to guarantee as much as possible the existence of a CSR in all companies.

The two-phase data collection strategy needs to be reinforced and used more frequently. Due to its difficulty of performance we suggest approaches that are more dynamic, creative and closer to the people, so we suggest a future attempt at a face-to-face distribution of the questionnaires, with an initial presentation in person in order to increase interest in answering. If it is not possible to proceed with the face-to-face distribution, we suggest an initial online presentation (in video) in order to guarantee a first contact with the participants, or even a split distribution: an online phase and another in person.

To conclude the present study, in the last two years, we have been living in a reality conditioned by a virus that has come to influence three main actors – people, organisations and the economy – making them increasingly demanding and with more personal and professional needs, where outcomes such as commitment have become increasingly important (Bouraoui et al., 2020). Carroll (2021) argues that this new pandemic reality can be 'a wonderful opportunity for companies and management to transform their CSR performance and impacts upward will prevail for the next several years' (p. 327). It is from this mindset that it is suggested that companies look at socially responsible practices as a very useful tool in obtaining employees with greater engagement at work and with a significant emotional bond, being a tool that encompasses both the business and the surrounding society, also having in mind that those practices are built by employees themselves, even making them CSR ambassadors (McShane & Cunningham, 2012). It is on this path that it is argued that while organisations can work towards making employees more engaged on an emotional level, they can (and must) also work towards greater WE. Communicating internally has gained ground over time but in a pandemic context where contact between people is now necessarily through a computer we believe it has

even more importance. We highlight the importance of communicating, either as a way to achieve a final result, or as a tool allied to a process. We again reinforce that it would be an added value to extend this research also to a ‘post-covid era’, certainly marked by continuous changes in employee behaviour , and with a greater importance given to socially responsible practices, making companies aware of the possible approach of this concept as a trend to follow, in which a constant dialogue between employee-employer is seen as an intrinsic factor for the success of organisational objectives.

As a final note, Lu et al. (2020) state that ‘employees are progressively engaged in the work because of CSR activities’ (p. 1720). Fitting the statement in this research, we argue that *employees can be progressively more engaged and committed with the existence and communication of CSR activities*, taking the present results as significant evidence and proposing future research to reinforce this statement.

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ANNEXES

Annex A



Caro(a) Participante,

O presente questionário surge no âmbito do Mestrado em Gestão de Recursos Humanos e Consultadoria Organizacional, que me encontro a frequentar no Instituto Universitário de Lisboa (ISCTE-IUL), como parte integrante da investigação para o desenvolvimento da Dissertação. O propósito passa por compreender a opinião de trabalhadore/as face à comunicação desenvolvida internamente, bem como as práticas socialmente responsáveis, e a influência das mesmas em certos fatores laborais.

O questionário está a ser realizado junto de trabalhadore/as de várias empresas. O/A Nome da Empresa aceitou colaborar com este estudo, autorizando a distribuição de questionários aos seus trabalhadore/as.

A sua participação é voluntária, confidencial e anónima, não sendo pedida qualquer identificação pessoal. A recolha de dados é feita meramente para fins estatísticos e académicos, não procurando respostas certas ou erradas, mas sim a sua opinião pessoal.

O estudo vai decorrer em duas fases, isto é, dois questionários que vão abordar temas diferentes, com um espaçamento de três semanas. Neste sentido, irei pedir que gere um código único para depois dar continuidade na segunda fase. Reforço que a criação deste código não o vai identificar pessoalmente, mas permitirá fazer corresponder as respostas dadas nas duas fases.

As questões são acompanhadas de uma breve explicação do conteúdo e da forma de resposta, para tornar o questionário intuitivo e direto, com uma duração estimada de 5 minutos. Certifique-se que responde a todas as questões.

Qualquer esclarecimento necessário pode ser feito através do e-mail: xxxxx@iscte-iul.pt.

Agradeço desde já a sua colaboração e disponibilidade, que se revelam fundamentais para o desenvolvimento desta investigação.

Joana Lopes

Aceita participar nesta pesquisa?

- Sim
- Não

Se sim, avance para a próxima página. Caso não aceite, a sua participação termina por aqui.

Annex B

Instruções para a criação do código

Primeira letra do distrito e da localidade de onde é natural; primeira letra do distrito e localidade onde reside atualmente; 2 últimos dígitos do número de telemóvel.

Ex. O António é natural do distrito de Coimbra, localidade de Figueira da Foz; reside atualmente no distrito de Lisboa, na localidade de Torres Vedras; 9xx xxx x21 (código = CFLT21)

Annex C

Parte 1

As seguintes afirmações procuram perceber o seu nível de envolvimento com o trabalho que desempenha. Indique em que posição se encontra, utilizando a seguinte escala de resposta:

1	2	3	4	5	6	7
Nunca	Quase Nunca	Raramente	Por vezes	Frequentemente	Muito Frequentemente	Sempre

1. No meu trabalho sinto-me cheio/a de energia	1	2	3	4	5
2. No meu trabalho sinto-me com força e energia	1	2	3	4	5
3. Estou entusiasmado/a com o meu trabalho	1	2	3	4	5
4. O meu trabalho inspira-me	1	2	3	4	5
5. Quando me levanto de manhã tenho vontade de ir trabalhar	1	2	3	4	5
6. Sinto-me feliz quando estou a trabalhar intensamente	1	2	3	4	5
7. Estou orgulhoso/a do que faço neste trabalho	1	2	3	4	5
8. Estou imerso/a no meu trabalho	1	2	3	4	5
9. “Deixo-me ir” quando estou a trabalhar	1	2	3	4	5

Annex D

Parte 2

Pensando na organização onde trabalha e na sua experiência individual com a mesma, responda com base na seguinte escala:

1	2	3	4	5
Discorda Totalmente	Discorda	Não concorda nem discorda	Concorda	Concorda Totalmente

1. Não me sinto “emocionalmente ligado” a esta empresa	1	2	3	4	5
2. Esta empresa tem um grande significado pessoal para mim	1	2	3	4	5
3. Não me sinto como “fazendo parte da família” nesta empresa	1	2	3	4	5
4. Na realidade sinto os problemas desta empresa como se fossem meus	1	2	3	4	5
5. Ficaria muito feliz em passar o resto da minha carreira nesta empresa	1	2	3	4	5
6. Não me sinto como fazendo parte desta empresa	1	2	3	4	5

Annex E

Parte 4

No que toca à comunicação praticada internamente pela sua organização, e com base na sua experiência individual, responda às seguintes questões. Utilize a seguinte escala:

1	2	3	4	5
Discorda Totalmente	Discorda	Não concorda nem discorda	Concorda	Concorda Totalmente

1. A maior parte da comunicação entre mim e a minha organização pode ser caracterizada como uma comunicação bidirecional	1	2	3	4	5
2. A minha organização incentiva a existência de diferentes opiniões	1	2	3	4	5
3. A comunicação dentro da nossa organização tem por objetivo ajudar os gestores a serem sensíveis aos problemas dos trabalhadores	1	2	3	4	5
4. Na minha organização, os supervisores encorajam os trabalhadores a expressar diferentes opiniões	1	2	3	4	5
5. Os trabalhadores são informados de mudanças nas políticas da organização, que vão ter uma influência no desempenho do trabalho antes de serem implementadas	1	2	3	4	5
6. Os trabalhadores não têm medo de falar com gestores e supervisores durante as reuniões	1	2	3	4	5

Annex F

Dados Sociodemográficos

Para terminar esta primeira fase, pedimos que indique alguns dados pessoais. Relembramos que o preenchimento garante o seu anonimato e confidencialidade.

Género

- Masculino
- Feminino
- Prefere não dizer

Idade: _____

Habilitações Literárias (último ano concluído)

- Até ao 9º ano
- Entre o 10º e 12º ano
- Licenciatura
- Pós-graduação
- Mestrado
- Doutoramento

Há quantos anos trabalha na sua organização atual? (Se trabalhar há menos de 1 ano, utilize casas decimais; por exemplo, 3 meses = 0,25; 6 meses = 0,5; 9 meses = 0,75)

Exerce um cargo de chefia?

- Sim
- Não

Em que regime de trabalho esteve na última semana?

- Totalmente em trabalho presencial
- Regime híbrido
- Totalmente em teletrabalho
- Outra. Qual?

Situação contratual

- Efetivo
- Contrato de trabalho a termo
- Trabalho temporário
- Estagiário/a
- Outra situação. Qual?

Agradeço mais uma vez a sua colaboração.

Joana Lopes

Annex G



O presente questionário surge na continuação da investigação para o desenvolvimento da Dissertação, no âmbito do Mestrado em Gestão de Recursos Humanos e Consultadoria Organizacional, que me encontro a frequentar no Instituto Universitário de Lisboa (ISCTE-IUL). O propósito passa por compreender a opinião de trabalhadore/as face à comunicação desenvolvida internamente, bem como as práticas socialmente responsáveis, e a influência das mesmas em certos fatores laborais.

O questionário está a ser realizado junto de trabalhadore/as de várias empresas. O/A Nome da Empresa aceitou colaborar com este estudo, autorizando a distribuição de questionários aos seus trabalhadore/as.

Há cerca de três semanas foi convidado/a a participar neste estudo. Apresento-lhe agora a segunda fase do questionário. Neste sentido, deverá voltar a colocar o código único gerado anteriormente para dar continuidade ao estudo (apresento novamente as instruções dadas para a criação do mesmo).

Volto a reforçar que a sua participação é voluntária, confidencial e anónima, não sendo pedida qualquer identificação pessoal. A recolha de dados é feita meramente para fins estatísticos e académicos, não procurando respostas certas ou erradas, mas sim a sua opinião pessoal.

As questões são acompanhadas de uma breve explicação do conteúdo e da forma de resposta, para tornar o questionário intuitivo e direto, com uma duração estimada de 5 minutos. Certifique-se que responde a todas as questões.

Qualquer esclarecimento necessário pode ser feito através do e-mail:xxxxx@iscte-iul.pt.

Agradeço novamente a sua colaboração e disponibilidade, que se revelam fundamentais para o desenvolvimento desta investigação.

Joana Lopes

Aceita participar nesta pesquisa?

Sim

Não

Se sim, avance para a próxima página. Caso não aceite, a sua participação termina por aqui.

Annex H

Instruções para a criação do código

Primeira letra do distrito e da localidade de onde é natural; primeira letra do distrito e localidade onde reside atualmente; 2 últimos dígitos do número de telemóvel.

Ex. O António é natural do distrito de Coimbra, localidade de Figueira da Foz; reside atualmente no distrito de Lisboa, na localidade de Torres Vedras; 9xx xxx x21 (código = CFLT21)

Annex I

Parte 1

Pensado na organização na qual trabalha 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	2	3	4	5
Discorda Totalmente	Discorda	Não concorda nem discorda	Concorda	Concorda Totalmente

Esta organização...

1...incentiva a formação profissional dos seus trabalhadores	1	2	3	4	5
2...desenvolve projetos de conservação da natureza	1	2	3	4	5
3... cumpre o código de trabalho	1	2	3	4	5
4...apoia eventos culturais e educativos	1	2	3	4	5
5...promove a igualdade entre Homens e Mulheres	1	2	3	4	5
6...promove o equilíbrio entre a vida profissional e a vida familiar	1	2	3	4	5
7...apoia a integração profissional de pessoas com deficiência	1	2	3	4	5
8...desenvolve regras internas que orientam o comportamento dos trabalhadores	1	2	3	4	5
9...apoia causas sociais	1	2	3	4	5
10...garante a segurança do emprego	1	2	3	4	5
11...dá donativos para associações de proteção da natureza	1	2	3	4	5
12...garante o pagamento atempado de salários e regalias	1	2	3	4	5
13...esforça-se por ser lucrativa	1	2	3	4	5
14...esforça-se por ser uma das melhores organizações do seu setor/área de atividade	1	2	3	4	5

15...apoia a criação e o desenvolvimento de empresas mais pequenas	1	2	3	4	5
16...apoia eventos desportivos	1	2	3	4	5
17...em geral, esta Organização preocupa-se em desenvolver um conjunto de atividades que revelam elevada responsabilidade social	1	2	3	4	5

Annex J

Dados Sociodemográficos

Para terminar, peço que indique novamente alguns dados pessoais. Relembro que o preenchimento garante o seu anonimato e confidencialidade.

Género

- Masculino
- Feminino
- Prefere não dizer

Idade: _____

Há quantos anos trabalha na sua organização atual? (Se trabalhar há menos de 1 ano, utilize casas decimais; por exemplo, 3 meses = 0,25; 6 meses = 0,5; 9 meses = 0,75)

Agradeço mais uma vez a sua colaboração.

Joana Lopes