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SOCIAL RESPONSIBILITY, ORGANISATIONAL SUPPORT, AND IDENTIFICATION: AN APPROACH TO NON-PROFIT ORGANISATIONS

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Abstract

In an era where social responsibility is increasingly embedded in organisational strategy, this study scrutinises the infusion of social responsibility into the strategic underpinnings of non-profit organisations. Specifically, it aims to assess the influence of social responsibility initiatives on the organisational support and organisational identification of NGO employees to verify the impact of social responsibility initiatives on the organisational identification of NGO employees mediated by organisational support and to analyse the influence of organisational support on the organisational identification of NGO employees. Using a quantitative methodology, this study analyses the responses of 103 non-profit employees, focusing on the interplay between social responsibility, organisational support, and organisational identification. The research employs structural equation modelling to investigate these relationships, revealing a significant positive correlation between social responsibility initiatives and perceptions of organisational support. Furthermore, the findings suggest that organisational support serves as a pivotal mediator between social responsibility practices and employees' identification with their organisation. These insights offer profound implications for non-profits striving to amplify their societal impact, contributing to the broader discourse on organisational management and sustainability. A dynamic interplay wherein robust organisational support enhances employees' alignment with their organisation's social objectives, thereby reinforcing the commitment to social responsibility. These insights are helpful for non-profits seeking to strengthen their engagement with societal issues, suggesting that fostering organisational support is key to enhancing both organisational identification and social responsibility outcomes.

Keywords: Social Work, Social Responsibility, Non-profit organisations, Organisational Identification, Organisational Support.

1. Introduction

In the modern era of heightened social consciousness, the imperative of social responsibility (SR) has become a cornerstone in organisational management, particularly within non-profit entities. As society confronts a myriad of pressing challenges, ranging from environmental crises to social inequalities, the role of organisations in actively addressing these issues has never been more critical. Historically esteemed as vanguards of societal and ecological welfare, non-profit organisations are increasingly recognised as critical players in this evolving landscape. However, the effectiveness of these organisations in championing and integrating SR hinges fundamentally on an in-depth understanding of the internal mechanisms that drive the adoption and practical implementation of SR initiatives.

As so, it is imperative to promote perceived organisational support [1, 2] for those who support people, as it fosters a conducive environment for implementing social responsibility strategies, particularly in non-profit settings. The concept of organisational identification [3] is equally critical, as it encompasses the alignment of individual and organisational values, a phenomenon especially pertinent in the non-profit sector.

The effectiveness of social workers is significantly enhanced by organisational support [4-6] and corporate social responsibility initiatives, which are crucial for engagement with and identification of organisations [3]. This backing facilitates the formation of more robust collaborative networks and the implementation of more efficient strategies to reach those in need. Moreover, integrating social responsibility practices within organisations benefits the community. It strengthens employee identification and commitment to the organisation's mission and values, creating a more cohesive and impact-oriented work environment.

With their unique mission-driven focus, non-profit organisations represent a distinct context where social responsibility, perceived organisational support, and identification can be profoundly influential. A significant research gap exists in analysing how these elements interact within non-profit environments, particularly considering their unique operational dynamics. The primary objectives of this research are to investigate the extent to which social responsibility initiatives influence organisational support and identification within non-profit organisations and to explore the mediating role of organisational support in this relationship.

The main objectives of this research are 1) to assess the influence of social responsibility initiatives on the organisational support and organisational identification of NGO employees in Northern Portugal; 2) to verify the impact of social responsibility initiatives on the organisational identification of NGO employees in Northern Portugal, mediated by organisational support; and 3) to analyse the influence of organisational support on the organisational identification of NGO employees in Northern Portugal.

This study, grounded in an extensive literature review, aims to shed light on the crucial role of organisational support in non-profit environments. By exploring the interconnections between social responsibility, organisational support, and organisational identification, this research seeks to unravel the intricate dynamics that shape the culture and guiding principles of non-profit entities in Northern Portugal. In doing so, the study offers valuable perspectives that could empower non-profit organisations to enhance their societal impact and pave the way towards a more sustainable and inclusive future.

2. Literature Review Background

2.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) intersects historically with the development of Social Responsibility in a multidisciplinary context. CSR embodies scenarios where corporations adopt an expansive business perspective, acknowledging their societal impact. Carroll [7] formulated a comprehensive CSR model that encapsulates economic, legal, ethical, and philanthropic responsibilities, all aimed at wholly embracing societal roles.

In terms of economic responsibilities, companies are required to align their operations with profit maximisation goals while ensuring high operational efficiency. This alignment involves commitments to productivity and profitability [8]. Concurrently, adherence to legal standards is imperative, reflecting companies' obligation to operate within the legal frameworks that govern their economic activities [7]. Beyond legal compliance and profit generation, ethical and philanthropic responsibilities compel companies to operate by ethical standards, minimising harm to stakeholders and positively influencing the community, enhancing stakeholders' quality of life [8-10].

CSR has been integrated into the broader discourse on competitiveness and sustainability as an operational and multidisciplinary domain, particularly in globalisation. It promotes shared values and reinforces solidarity and cohesion [11]. In recent years, social responsibility has become a central concern for organisations, with political leaders recognising the societal responsibilities that extend beyond profit-oriented motives [12, 13]. CSR has evolved as a strategy for enhancing service quality and boosting employee satisfaction, which, in turn, positively influences the quality of services provided to external customers [14-15]. The synergy between CSR and service quality is evident, with CSR addressing both the practical needs of customers and their social and environmental concerns [16].

In the non-profit sector, the adoption of social responsibility strategies has been increasing in response to various social, environmental, and economic pressures. Environmental strategies tackle global challenges such as climate change, resource scarcity, and pollution, while socio-economic strategies [17] address issues like poor working conditions and human rights violations. The proactive measures of these organisations in implementing community engagement programmes, environmental sustainability efforts, ethical sourcing practices, and transparency and accountability initiatives demonstrate their commitment to addressing these multifaceted societal, environmental, and economic challenges, fulfilling their overarching mission [18-21].

In conclusion, the importance of CSR in both the corporate and non-profit sectors underscores its relevance in contemporary society. As organisations continue to navigate the complexities of global challenges, the role of CSR in shaping sustainable and ethical business practices remains a critical area for ongoing research and application.

2.2 Organisational support

In non-profit organisations, Organisational Support is indispensable for their effective functioning. This element is particularly crucial in non-profits, where resource constraints are typical, and the commitment of employees and volunteers is a critical factor in achieving organisational goals.

Perceived Organisational Support (POS) is determined by the frequency, intensity, and authenticity of organisational recognition, commendations, and the provision of both material and social rewards to staff. The foundations laid by [4-6] highlight that when staff feel their contributions are valued and their welfare is cared for, there is a notable increase in their engagement and commitment. This commitment translates into tangible organisational benefits, including enhanced collaboration, increased job satisfaction, and stronger organisational loyalty, reducing turnover and absenteeism, culminating in improved overall performance [22-23].

In the unique context of non-profit organisations, where the emphasis is more on societal impact than profit generation, the significance of POS becomes even more pronounced. Challenges such as limited funding and a reliance on volunteerism underscore the importance of fostering an environment that promotes solidarity and mutual support. When employees and volunteers feel acknowledged and valued, their commitment intensifies, driving them to invest additional effort in achieving the organisation's objectives [4, 24]. In such settings, supportive leadership that endorses innovation and provides constructive feedback is crucial. The role of management in nurturing POS and fostering a culture of innovation and trust is vital [25].

POS initiates a cycle of social exchange where employees feel obligated to assist the organisation in achieving its goals, expecting their heightened efforts to reciprocate with greater rewards. This process meets socio-emotional needs and leads to a more robust identification with and dedication to the organisation, enhancing the desire to contribute to its success and improving psychological well-being [26].

The work of Glavas and Kelley [27] highlights that perceptions of CSR are positively related to organisational commitment, mediated by work meaningfulness, and perceived organisational support. This aligns with [28, 29], who underscored the pivotal role of CSR in shaping employees' perceptions of organisational support and identity.

Eisenberger et al. [4] posited that employees who perceive care, support, and a sense of attachment from their organisation will likely exhibit better performance. Firms prioritising employee well-being tend to enhance the overall perception of support [30]. Consistent with the reciprocity principle of social exchange theory [4, 31], organisational support encourages employees to reciprocate with improved performance [32], a finding supported by research from Armeli et al. [33], which indicates a significant increase in employee performance linked to organisational support [34].

Drawing from social exchange theory [31], high POS is expected to invoke reciprocity norms, motivating employees to contribute more effectively to organisational goals and anticipating adequate recognition and rewards for their efforts [26]. In conclusion, the role of Organisational Support in non-profit organisations extends well beyond theoretical concepts, profoundly impacting their operational outcomes [1]. By creating and maintaining a supportive environment [2], non-profits can ensure that their staff and volunteers are committed, creative, and innovative, all vital for successfully achieving their mission. As non-profits play a crucial role in addressing societal challenges, understanding and enhancing Organisational Support is paramount.

H₁: Social responsibility directly influences Perceived Organisational Support.

2.3 Organisational identification

Organisational Identification (OID) is critical in organisational psychology and management, particularly within non-profit organisations. It defines an individual's profound connection with an organisation, resulting in a merger of personal and organisational identities, as Mael and Ashforth [3] described. This deep connection often leads individuals to internalise the organisation's achievements and setbacks as their experiences. In non-profit environments, OID mainly reflects the strong alignment of individuals with the organisation's mission and values.

Our study, grounded in Organisational Support Theory (OST) [4], reveals that the perception of organisational support significantly influences OID. OST posits a reciprocity-driven dynamic: Employees who perceive their organisation as supportive tend to experience increased feelings of obligation, trust, and expectation of recognition for their efforts. This dynamic fosters a profound dedication to the organisation. In non-profit settings, individuals are more likely to develop a heightened sense of responsibility and trust when they sense concrete organisational support, anticipating their contributions to be acknowledged and valued. This perceived support ignites a deep commitment to the organisation's core mission.

Additionally, the relationship between organisational support and identification, as observed by Chen et al. [35], further substantiates the importance of these dynamics across diverse sectors, including healthcare.

Beyond the principles of reciprocity, the satisfaction of socio-emotional needs is critical in strengthening OID and affective loyalty to the organisation. Mael and Ashforth [3] observed that individuals with strong organisational identification perceive the organisation's successes and challenges as personally impactful. Similarly, Turban and Greening [36] found that an organisation's social performance significantly influences its attractiveness to potential employees, further highlighting the connection between CSR initiatives and organisational identification. This enhanced sense of identification is fuelled by the organisation's ability to meet employees' socio-emotional needs, including esteem, approval, affiliation, and emotional support [33].

The perception of organisational support thus catalyses OID, meeting these socio-emotional needs and providing employees with comfort, purpose, and meaning in their roles. OID is fundamentally linked to employees' overall perceptions of well-being concerning organisational support, shaping their loyalty and identification with the organisation. In the non-profit sector, the essence of OID lies in how individuals perceive and value the organisation's acknowledgement of their emotional and dedicated engagement with its cause, which significantly influences their loyalty and alignment with the organisation's vision. This perceived support ignites a deep commitment to the organisation's core mission. Additionally, the research by Galvin et al. [37] reinforces the multi-dimensional nature of organisational identification, highlighting how an organisation's social responsibilities externally influence and shape internal perceptions and identification. Their insights contribute to a broader understanding of how non-profit organisations' actions in the social realm impact the OID of their employees and volunteers.

In conclusion, a comprehensive understanding of OID within non-profit institutions underscores how closely individuals align with the ethos and goals of the organisation. Analysing OID through the prism of perceived organisational support offers invaluable insights for non-profit organisations, aiding them in bolstering

affiliation and commitment among their staff and volunteers. This, in turn, enhances the organisation's effectiveness in achieving its mission and goals.

H₂: Social responsibility promotes organisational identification.

H₃: When mediated by organisational support, social responsibility influences organisational identification.

2.4 Non-Profit Organisations

Defining a country's social, political, and economic landscape often involves categorising its organisational structures into three broad sectors: public, private, and third. The 'third sector,' commonly referring to non-profit organisations and a wide array of social initiatives within civil society, remains a term with varied interpretations both in Portugal and internationally. This sector, enveloping a diverse range of organisations, lacks a universally agreed-upon definition, leading to challenges in acknowledging its distinct yet parallel importance to the first and second sectors [38].

Third-sector organisations are primarily distinguished from traditional businesses by their mission-driven focus, including cultural, educational, research, recreational, social service, philanthropic, or environmental advocacy activities. Despite their entrepreneurial capabilities, these organisations are unique in that profits are not distributed among employees but reinvested into mission-related activities [39].

These organisations frequently face funding challenges, leading them to engage in for-profit activities alongside their non-profit mission. The profits from these activities are funnelled back into supporting their overarching mission. This introduces a business aspect to many third-sector organisations, necessitating the application of corporate social responsibility principles. The quality of services and employee satisfaction become strategic priorities, not only because these organisations address gaps left by the state or market, but also due to the nature of their mission [40, 41]. A deeper understanding of organisational support, identification, and social responsibility becomes essential.

We use "non-profit organisations" for this discussion to clarify and avoid the broader definitional ambiguities associated with the term "third sector". This choice allows for a more focused examination of these entities, their operational challenges, and their critical role in addressing societal needs and contributing to the social fabric.

In summary, non-profit organisations play a unique role in our society as critical components of the third sector. Their mission-driven approach, combined with the necessity to engage in entrepreneurial activities for sustainability, underscores the importance of understanding their dynamics and their crucial role in bridging societal gaps.

2.5 Social Responsibility and Social Work: An overview

The interwoven history of Social Responsibility and Social Work is a testament to their concurrent evolution over time, dating back to the origins of Social Work [42]. This evolution was propelled by a growing commitment to societal welfare and

justice, with issues like poverty, child labour, and poor working conditions igniting numerous social reform movements.

Pioneers such as Jane Addams and the establishment of Hull House in Chicago, the Charities Organization Societies (COS) in the United States and England, and the Women's University Settlements, were instrumental in the early development of Social Work [43]. Their efforts, aimed at improving the lives of immigrants and the urban poor, reflected a commitment to societal responsibility. They played a pivotal role in shaping modern social work, marking a significant shift towards addressing broader societal issues [44].

Throughout the 20th century, social work became increasingly integrated with government policies and social welfare programs. This period saw governments globally acknowledging the importance of social responsibility, with social workers emerging as critical players in implementing and advocating these programs, exemplified by initiatives like the National Health Service in the United Kingdom [45].

In recent decades, the scope of social work has broadened beyond traditional social services to encompass advocacy, policy analysis, and community development, intersecting significantly with the concept of corporate social responsibility (CSR). CSR, which calls for businesses and corporations to be accountable for their societal impact, aligns closely with the principles of modern social work. This alignment has led to social workers advocating for responsible corporate practices and encouraging corporate contributions to social projects and community causes.

Today, social workers collaborate with various stakeholders, including businesses, government agencies, and non-profit organisations, to tackle complex social issues. This collaboration is underpinned by a mutual recognition of social responsibility and a shared commitment to improving the well-being of individuals and communities.

In conclusion, the historical nexus between social responsibility and social work has significantly influenced the evolution of both fields. Social work has transitioned from philanthropic acts and early reform efforts to a formalised profession actively addressing contemporary social challenges. Simultaneously, social responsibility has broadened to encompass governmental actions and corporate and organisational roles in promoting societal well-being. As society continues to evolve and confront new challenges, the interplay between social responsibility and social work is expected to be a driving force in shaping the future trajectory of social work. This evolving relationship highlights the importance of continued collaboration and innovation in both fields to effectively address the ever-changing landscape of social needs.

2.6 Conceptual Research Model

As depicted in Figure 1, the conceptual research model intricately maps the relationships among three critical constructs within the scope of non-profit organisations in Northern Portugal: Corporate Social Responsibility (CSR), Organisational Support, and Organisational Identification. Central to our study, this model elucidates the dynamic interplay between these essential themes.

At its core, CSR is hypothesised as a key influencer, potentially shaping both Organisational Support (H1) and Organisational Identification (H2). Organisational Support is anticipated to have a multifaceted role, directly affecting Organisational Identification (H3) and acting as a conduit linking CSR to Organisational Identification (H4).

Our conceptualisation draws upon a rich bedrock of prior research, integrating insights from diverse scholarly contributions. It reflects dimensions from seminal works, such as Glavas and Kelly's [27] exploration of CSR's organisational impacts, Maignan and Ferrell's [46] insights on corporate citizenship, Mueller et al.'s [47] discussions on organisational support, and the foundational theories of Turker [48, 49], Eisenberger et al. [4], and Mael and Ashforth [3]. This eclectic integration ensures our framework's comprehensiveness and robustness, providing a nuanced understanding of the constructs at play.

In the forthcoming sections, we will explore the methodology designed to test our model empirically. This exploration aims to illuminate the nuanced dynamics of social responsibility and its subsequent influences on the behaviours and identities of individuals within non-profit organisations in Northern Portugal, thereby contributing a new dimension to the existing body of knowledge in this field.
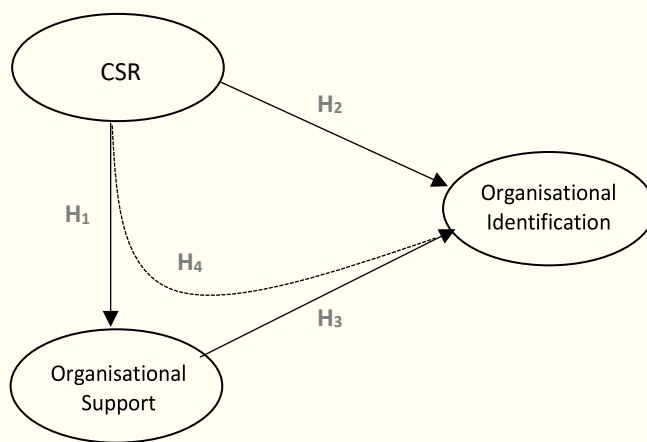

Figure 1 – Conceptual Research Model

3. Methodology

3.1 Sample and procedure

This research embarked on a quantitative exploration to examine the potential relationships between Social Responsibility, Organisational Support, and Organisational Identification among employees in non-profit organisations in Northern Portugal. Adopting both exploratory and descriptive approaches, the study used a custom-designed questionnaire, distributed in 2018 to employees of non-profit organisations in Northern Portugal.

The questionnaire comprised two main sections: the first focused on Social Responsibility, Organisational Support, and Organisational Identification, while the second part gathered sociodemographic data, including gender, age, and education level. The sample encompassed 103 employees, predominantly female (87%), aged 22 to 59. Educational backgrounds varied, with 38.8% holding higher education degrees, 25.24% completing secondary education, and 26.21% finishing obligatory education. Notably, 24.27% were professionals in the social work field.

Structural equation modelling using the Partial Least Squares (PLS-SEM) approach was applied for data analysis, enabling a rigorous evaluation of the hypothesised relationships within the research model.

3.2 Scales

To ensure the study's validity and contextual relevance, the questionnaire items were carefully translated and adapted from established scales used in prior research. These instruments were selected for their proven effectiveness in capturing specific organisational perspectives relevant to this study:

Employees' Perception of CSR Activities: Adapted from the works of Glavas and Kelly [27], Maignan and Ferrell [46], Mueller et al. [47], and Turker [48,49], this 12-item scale measures employees' views on CSR initiatives in their organisations.

Perceived Organisational Support: Comprising eight items, this scale is based on Eisenberger et al. [4]. It aims to comprehensively assess employees' perceptions of the support they receive from their organisations.

Organisational Identification: Employing a six-item scale adapted from Mael and Ashforth [3], this measure explores how employees identify with their organisations.

A consistent seven-point Likert scale, ranging from 1 ('strongly disagree') to 7 ('strongly agree'), was used for all measures to maintain uniformity in responses. Sociodemographic variables were also included to control for potential confounding effects.

In summary, the methodology of this study was meticulously crafted to explore the intricate dynamics of Social Responsibility, Organisational Support, and Organisational Identification in the non-profit sector. The chosen instruments and analytical techniques were tailored to comprehensively address the study's objectives, ensuring the investigation's depth and rigour.

4. Results

4.1 Results of analysis

In evaluating the measurement model, initial steps involved elucidating some of the psychometric properties of the three constructs integral to the proposed model, namely, *Social Responsibility* (12 items), *Organisational Identification* (6 items), and *Organisational Support* (8 items). Additionally, the definitions adopted for these constructs were expounded upon.

To estimate the proposed model, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed, as per the methodologies articulated by Lohmöller [50] and Wold [51]. PLS-SEM was favoured due to its less stringent requirements concerning the underlying data distribution and sample size, in contrast to covariance-based structural equation modelling (CB-SEM). The latter imposes constraints related to distributional properties (multivariate normality), measurement level, sample size, model complexity, identification, and factor indeterminacy [52, 53]. The analysis was conducted utilising the SmartPLS 4 software [54].

The PLS algorithm employed the Path Weighting Scheme as the weighting scheme. The initial values assigned for the outer model relationships were set at 1.0, and the data underwent standardisation, characterised by a mean of 0 and a variance of 1. The algorithm was configured to a maximum of 3000 iterations with an abort criterion set at 10^{-7}.

Evaluation of the PLS-SEM model is contingent upon bootstrapping, a resampling procedure. The specific bootstrapping settings implemented utilised cases equivalent to the sample size (103), with 10,000 replications.

4.2 Results presentation and analysis

Outer model (measurement model)

For the evaluation of the outer model, the study followed the guidelines and recommendations presented by [53, 55, 56]. This involved assessing indicator reliability [57], internal consistency reliability [58], and convergent validity [58].

In an initial assessment of the model, four items from the *Organisational Support* construct displayed factor loadings below 0.4. As a result, they were removed, leaving the *Organisational Support* construct with just four items.

To ascertain reliability, two measures were presented in Table 1: Composite Reliability (CR) and Cronbach's Alpha (α). The values for Cronbach α ranged from 0.932 to 0.976, and the CR values varied between 0.940 and 0.977, all exceeding the threshold of 0.70, thereby confirming internal consistency reliability.

Validity pertains to the attribute of a measuring instrument that assesses its capability to measure the intended construct accurately. For each latent variable within the model, three forms of validity were scrutinised: factorial, convergent, and discriminant.

Factorial validity is established when the specification of items within a specific construct is accurate, meaning the items effectively assess the factor intended to be measured. This form of validity is typically evaluated by examining standardised factorial loadings. In the context of PLS-SEM analyses, the construct is generally posited to possess factorial validity if the standardised factorial values of all items are 0.7 or higher [52]. In this study, all remaining items across the various constructs exhibited factorial loadings exceeding 0.7 (appendix 1), confirming factorial validity.

Convergent validity is assessed through the Average Variance Extracted (AVE) and is established when items that reflect a specific factor exhibit strong saturation with that factor. This implies that the behaviour of these items is predominantly explained by the intended factor [59]. An AVE value exceeding 0.5 is indicative of satisfactory convergent validity. As depicted in Table 1, the AVE values in this study ranged from 0.752 to 0.865, surpassing the 0.5 threshold, thereby affirming convergent validity as per the criteria set by [58].

Table 1 – Assessment of Construct Reliability (CR and Cronbach's *α*) and Convergent Validity (AVE) within the model

Construct	CR	*Cronbachs α*	AVE
Social Responsibility	0.977	0.976	0.791
Organisational Support	0.948	0.948	0.865
Organisational Identification	0.940	0.932	0.752

It can be conclusively asserted that all constructs demonstrate commendable psychometric properties in terms of both reliability and validity.

In Social Responsibility, the study pinpointed three pivotal dimensions indicative of an organisation's commitment to ethical conduct and societal welfare. "*The organisation takes great care to ensure that our work does not harm the environment*" registered a substantial factor loading of 0.940, signifying a conscientious approach to environmental sustainability. Additionally, "*The organisation provides its students with complete and accurate information about its services*" demonstrated a strong commitment to transparency, with a factor loading of 0.921. Lastly, "*The organisation aims for sustainable growth that takes future generations into account*" encapsulated a forward-looking perspective on social responsibility, endorsed by a commendable factor loading of 0.914.

Within the construct of Organisational Support, two paramount items emerged, underscored by their hefty factor loadings. "*The organisation takes pride in my accomplishments at work*" stood out as a compelling indicator with a factor loading of 0.963, underscoring the profound recognition and value employees feel from their organisation. Similarly, "*The organisation cares about my general satisfaction at work*" resonated deeply, with a factor loading of 0.947. This heightened the organisation's concern for employee well-being, which is intrinsically tied to its overarching sense of support. With their significant loadings, both items illuminate the core tenets of perceived Organisational Support, shedding light on the pivotal areas organisations should address to bolster this perception.

Turning our focus to Organisational Identification, we identified three relevant items marked by substantial factor loadings. "*When someone praises this institution, for me, it's like a personal compliment*" emerged as a potent indicator with a factor loading of 0.946, highlighting employees' deep-rooted emotional connection with their organisation. "*The successes of this institution are my successes*", echoed this sentiment, with a factor loading of 0.919, underlining the alignment of personal achievements with organisational triumphs. Furthermore, "*If a media report criticised this institution, I would feel embarrassed*" emphasised the vulnerability of organisational identity, boasting a noteworthy factor loading of 0.901.

Crucially, this study elucidates the pivotal role of Organisational Support, both as a direct influencer and mediating force through Organisational Identification, in shaping an organisation's commitment to Social Responsibility. The findings underscore the intricate web of relationships that bind these latent constructs, shedding light on the nuanced mechanisms through which they collectively impact organisational outcomes.

Inner model (structural model)

PLS-SEM diverges from CB-SEM because it does not yield fit indices such as CFI or RMSEA. Instead, the evaluation of a PLS model hinges on prediction-oriented, non-parametric measures [60]. The assessment of the PLS structural model primarily involves the R^2 of the endogenous latent variable [60], effect size f^2 [61], and the Stone-Geisser Q^2 test for predictive relevance [62, 63]. The model's predictive power was scrutinised utilising R^2. Through the PLS Algorithm function in SmartPLS 4, the R^2 of the endogenous latent variables in the model were computed, revealing values ranging from 68.4% for the Organisational Support construct to 68.8% for the Organisational Identification construct. Notably, all values surpassed the acceptable threshold of 10% [64], indicating substantial explanatory power.

The effect size (f^2) is a complementary measure to R^2, evaluating the relative impact of a specific exogenous latent variable on an endogenous latent variable through alterations in the R^2 value [61]. This was calculated utilising Cohen's [61] formula $f^2 = (R^2_{included} - R^2_{excluded})/(1 - R^2_{included})$, which designates f^2 values of 0.02, 0.15, and 0.35 as indicative of small, medium, and large effect sizes, respectively, for the predictive variables. Within the scope of our study, a large effect size was observed for Social Responsibility on Org. Support (f^2=2.168), alongside medium effect sizes for Social Responsibility on Organisational Identification (f^2=0.226) and Organisational Support on Organisational Identification (f^2=0.158). The effect sizes of the latent variables at the structural level are delineated in Table 2.

Table 2 – Effect Sizes of Latent Variables within the Structural Model

Paths	R^2	f^2	f^2 effect
Social Responsibility → Org. Support	0.684	2.168	Large
Social Responsibility → Org. Identification	0.688	0.226	Medium
Org. Support → Org. Identification	0.688	0.158	Medium

The predictive relevance of the endogenous latent variables— Organisational Identification and Social Responsibility—was scrutinised by utilising Stone-Geisser's Q^2 statistic [62, 63]. Employing the blindfolding resampling approach with an omission distance set at 7, the model's predictive power was examined by applying Stone-Geisser's Q^2, a cross-validated index [65, 66]. The obtained Q^2 values for Organisational Identification (Q^2_{OI}=0.626) and Organisational Support (Q^2_{OS}=0.672) constructs exceeded zero, thereby indicating the model's predictive relevance [60].

4.3 Hypothesis testing

The hypotheses were evaluated by scrutinising the significance of the path coefficient estimates across the three paths in the inner model. A bootstrap technique was employed to yield more credible standard error estimates, as Tenenhaus et al. [65] recommended. In alignment with the methodology outlined by Hair et al. [52], 10,000 resampling's with replacement were conducted, with the number of bootstrap cases equivalent to the original 103 observations, to generate standard errors and compute t-statistics.

Figure 2 presents the results derived from the *SmartPLS* analysis, emphasising the R^2 values associated with each latent endogenous variable. Additionally, the figure delineates the regression coefficients pertaining to the inner model and the factorial loadings corresponding to each item within the constructs of the outer model.
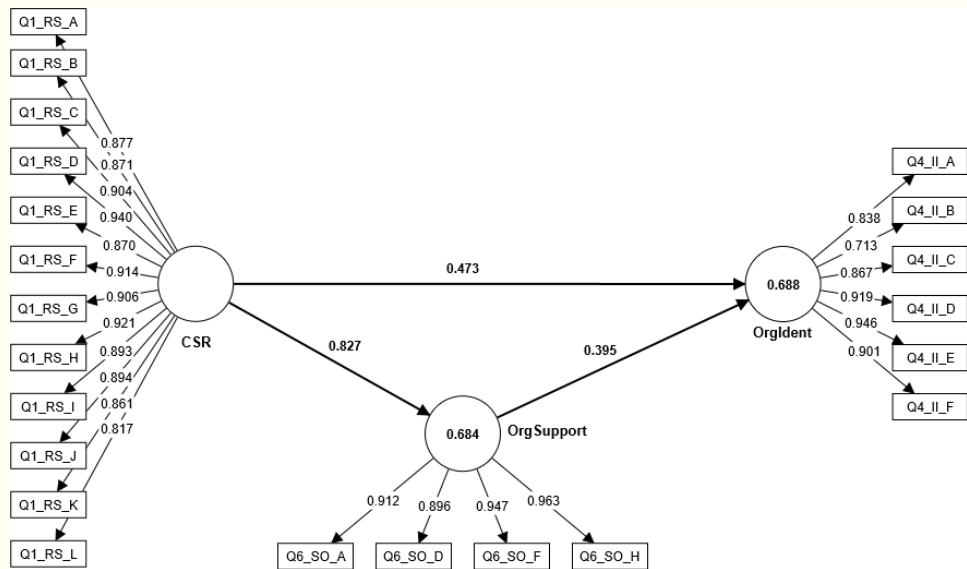
Figure 2 – SmartPLS output

As evident from the structural model assessment (Table 3), all trajectories exhibit statistical significance, supporting all the posited hypotheses. It is noteworthy that organisational support influences social responsibility both directly ($\beta_{OrgId.SR}$=0.473; t=4.481) and indirectly, mediated by Organisational Support ($\beta_{OrgId|OrgSup}$=0.327; t=3.653).

Table 3 – Assessment of path analysis

Hypothesis	β	t	Supported hypothesis?
H(1): Social Responsibility → Org. Support	0.827	17.792	Yes
H(2): Social Responsibility → Org. Identificat.	0.473	4.497	Yes
H(3): Org. Support → Org. Identification	0.395	3.664	Yes
H(4): Social Responsibility → Org. Identificat. (mediated by Org. Support)	0.327	3.653	Yes

5. Discussion and Conclusions

Our study aimed to explore the complex interplay between Social Responsibility, Organisational Support, and Organisational Identification within non-profit organisations in Northern Portugal. Mirroring our structural model assessment findings, the data supported all our hypotheses. Organisational Support emerged as a critical mediator, directly and indirectly influencing Social Responsibility.

The significance of Social Responsibility in enhancing Organisational Support, as indicated by the strong path coefficient in H1, aligns with the work of Glavas and Kelley [27]. This underscores the positive perception of employees in organisations actively engaged in CSR initiatives. Our findings resonate with McWilliams and Siegel

[28] and Scott and Lane [29], highlighting the role of CSR in shaping Organisational Support.

Further, the impact of perceived Organisational Support on Organisational Identification, as observed in H3, echoes the principles of social exchange theory [4] and is supported by findings from Chen et al. [35]. This suggests that employees' perception of organisational value significantly influences their sense of identification.

The role of social responsibility in fostering organisational identification, as evidenced in H2 and H4, corroborates studies by Mael and Ashforth [3] and Galvin et al. [37]. Turban and Greening [36] further reinforce the importance of CSR initiatives.

6. Conclusions

This research aimed to dissect the relationships between Social Responsibility, Organisational Support, and Organisational Identification in non-profits in Northern Portugal. Our findings demonstrate a robust link between an organisation's societal welfare commitment and employees' perceptions. The data reveal that employees value environmental sustainability, transparency, and visions for sustainable growth, confirming the tri-dimensional nature of Social Responsibility.

The role of leading and supporting the development of many non-profit organisations is played by social workers. Social workers in managerial roles are expected to deliver operational results with impact. By creating and maintaining a supportive environment, non-profit organisations ensure their staff is aligned with the mission. Given that non-profit organisations play a crucial role in solving social challenges, it is crucial to understand and improve organisational support. The development of Social Work in societal change and the pursuit of social justice will gain from socially responsible practices, the commitment to ethical conduct and societal welfare.

The study underscores the intertwined nature of these constructs, with Organisational Support acting as a powerful mediator. This reinforces the notion that a commitment to social responsibility can enhance support and identification among employees, creating a positive feedback loop beneficial for non-profits.

Despite its insightful findings, our study's focus on Northern Portugal may limit its generalisability. Future research could expand this investigation to other regions and contexts, including for-profit sectors, and employ a mixed-methods approach for deeper insights.

Overall, our study sheds light on the symbiotic relationship between an organisation's social responsibility ethos, the support it provides, and the sense of identification it fosters among employees. This understanding is crucial for non-profits striving to achieve their missions effectively.

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Appendix 1 – Factor loadings for each model item in detail

Construct	Item	λ
Social Responsibility	Q1_RS_D - The organisation takes great care so that our work does not harm the environment	0.940
	Q1_RS_H - The institution provides its students with complete and accurate information about their services	0.921
	Q1_RS_F - The organisation aims at sustainable growth that considers future generations	0.914
	Q1_RS_G - The organisation contributes to cultural and charitable projects aimed at promoting the well-being of society	0.906
	Q1_RS_C - Environmental issues are an integral part of my organisation's strategy	0.904
	Q1_RS_J - The institution ensures a work environment conducive to the well-being of workers	0.894
	Q1_RS_I - The institution is concerned with the needs and desires of the workers	0.893
	Q1_RS_A - The organisation participates in activities that aim to protect and improve the quality of the environment	0.877
	Q1_RS_B - The organisation implements special programs to minimise its negative impact on the natural environment	0.871
	Q1_RS_E - The organisation develops activities to reduce the consumption of energy and other resources	0.870
	Q1_RS_K - Contributing to the satisfaction and well-being of students is a priority for the institution	0.861
	Q1_RS_L - My institution encourages employees to participate voluntarily in volunteer activities	0.817
Organisational Support	Q4_II_E - When someone praises this institution, it feels like a personal compliment.	0.946
	Q4_II_D - This institution's successes are my successes.	0.919
	Q4_II_F - If a story in the media criticized the institution, I would feel embarrassed.	0.901
	Q4_II_C - When I talk about this institution, I usually say 'we' rather than 'they'.	0.867
	Q4_II_A - I am very interested in what others think about this institution.	0.838
	Q4_II_B - When someone criticizes this institution, it feels like a personal insult.	0.713
Organisational Identification	Q6_SO_H - The organization takes pride in my accomplishments at work.	0.963
	Q6_SO_F - The organization cares about my general satisfaction at work.	0.947
	Q6_SO_A - The organization values my contribution to its well-being.	0.912
	Q6_SO_D - The organization really cares about my well-being.	0.896