

## Does CSR lead to the enhancement of employees' work engagement?

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**ABSTRACT:** Corporate Social Responsibility (CSR) has been attracting the attention of academics and practitioners in recent years. Nonetheless, there is a deficiency of researches on how CSR influences employees' affirmative behavior toward their corporations. By considering the dearth of engaged employees in organizations around the world, it could be expected that CSR initiatives used by corporations one of the key drivers of enhancing Employee work engagement. This current study scrutinizes the roles of CSR in developing a sense of Pride in Membership, Well-being and Work Engagement among the employees. A theoretical research model was investigated via structural equation modeling (SEM) using 338 survey responses. The respondents' work in different national & multi-national organizations in Bangladesh that is actively engaged in CSR. The results indicate that Employee Well-being is an important mediator of the relationship between CSR and Work engagement. However, the mediating role of PIM on CSR and Work engagement did not fulfill our expectations. Though, this study contributes to CSR and Work engagement literature and will provide useful policy implications to the managers to involve employees in Corporate Social Responsibility activities in order to increase their work engagement level.

**KEY WORDS:** Corporate Social Responsibility (CSR), Well-being, Pride in Membership, Work Engagement, Bangladesh

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### I. INTRODUCTION:

CSR has been seen and viewed under adapted guidelines, including business ethics, marketing, and business and management studies [1]. However, this interest in issues such as performance, strategy, marketing and consumer behavior has been intensive, neglecting the importance of human resources [2],[3]. The strategic paybacks of CSR have been explored in a number of scholarly articles. According to [4]; the business stratagem has experienced the renaissance of CSR during the past few years. The boost in organizational status resulting from CSR activities can serve as a significant source of competitive advantage [5]. Nevertheless, employee buy-in has been shown to be a key factor in maintaining alignment with CSR [6]. Failure to understand the impact of CSR on the attitudes and behavior of employees will lead to erroneous conclusions, misleading researchers and practitioners into considerations about the usefulness or impact of CSR [7]. The development of employees' work engagement and the ornamental and detracting factors are understudied in experiential and theoretical studies [8]. Moreover, the antecedents and outcomes of employees' work engagement are conceptualized in just a few models [9]. This current study addresses few questions, which are "Does CSR have a positive effect on employees' work engagement?" and what might happen if we use two mediators such as Pride in membership and Well-being, on the above relationship.

A few studies report that CSR influences job-seeking intent among prospective employees by improving corporate credibility and attractiveness [10]; [11], but they lack internal emphasis and are silent about how CSR affects incumbent employees. Only a few research efforts were made to observe the impact of CSR on existing employees [12]. The targeted research available to employees focused primarily on the attitudinal effects of workers, such as organizational engagement [13]; [14];[15]; [16] and job satisfaction [17]; [18], ignoring important workplace conducts. There is a serious lack of research examining the correlation between CSR and behavioral outcomes such as job performance and organizational citizenship behavior(OCBs). Although some studies have begun to appear gradually in recent years [19]; [20]; [21]; [22]; yet in this field, there is a shortage of realistic evidence. The work of [23] CSR and Employee Engagement stated the association by encouraging employees to employ more of their entire selves at work, which is more employee engagement rather than work engagement. As there is little research work has done in this area, our study will provide greater insight to the researcher who will work on this field in future and to the theory itself. The concept of increasing employee yield isn't a new one. Organizations have been trying to take advantage of higher levels of 'employee work

engagement' for years. Work engagement can be described as an involved, supportive work-related condition marked by vigor, dedication, and absorption [24]. Vigor states high energy intensities and workplace flexibility. Dedication is characterized in one's work by a strong commitment and a sense of meaning and eagerness. Absorption relates to becoming completely committed and actively involved in one's work. Drawing attention to the somatic aspect of work engagement that is vigorous, postulate that higher levels of vigor indicate an individual's increased willingness to contribute effort throughout their work by not being easily exhausted, and develop a propensity to remain resolute in the face of difficulty or failure in the task. Dedication is the emotional component of the work engagement and is often described as putting one's heart into work [25]. It also demonstrates the strong sense of identity of a person with his or her work and involves feelings of excitement, passion, pride and challenge. [25]. In addition, commitment suggests the psychological engagement of individuals in their work, coupled with a sense of meaning. [26]; [25]). Finally, the cognitive aspect of work engagement, which is often replaceable with the absorption dimension, is defined by people that are fully engaged in their work so that time seems to pass so quickly that they neglect all the rest around them. (Chughtai & Buckley, 2008);[25]. This work engagement component refers to the full concentration, satisfaction, and engrossment individuals receive from performing their job-related tasks. These people often find it difficult to separate themselves from their work or to remove themselves [25]. Work engagement is beneficial for both employees and institutions because it is expected that employees will show better job performance [27]. Better performance by associated workers is accounted for by the positive emotions of active employees, such as satisfaction, excitement and enthusiasm [28].

We recognize, however, that employee involvement with an organization, employee cultural identity and employee recruitment and retention can be directly influenced by workplace ethics, corporate ethics and CSR programs [29]; [13]; [30]; [31]; [32]; [33]. For example, by assuming a sufficient level of corporate flexibility in the development of products and services, CSR programs have an affirmative effect on the ingenuity of employees [29]. The mechanisms through which CSR influences employees' acuties and behaviors can be explained through "social identity theory", which refers to an individual's sense of belonging to, or solidarity with, a group where the individual defines him or herself in organizational terms. As it has been proved by [34], organizational reputation is used as an indicator of employer attractiveness by job seeker. To show the positive relation on how CSR positively influences employee' work engagement, in this paper we used two mediators which are employee well-being and Pride in Membership.

Organizational pride or pride in membership is the respect people regard for a professional association, which also gives a sense of importance. Pride is expressed by a sense of self-realization and elevates a sense of self-worth and employees' self-esteem. Pride is recognized with one's success, which can also be associated with the achievements of another in the party, meeting or business. [35]. Organizational confidence is an assertiveness relating to a steady evaluative argument of intra-organizational relation of the company's resources. It is not based on a single chapter, but rather on a series of events [36]; [37]. Pride can be a crucial mediator that can positively mediate the relationship between CSR and work engagement.

Employee well-being and occupational safety concern is a rising niggler for organizations. NICE's working definition of emotional well-being following the Foresight Emotional Resources and Wellbeing Program (2008) is: "Mental wellbeing is a dynamic state in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others and contribute to their community. It is enhanced when an individual is able to fulfill their personal and social goals and achieve a sense of purpose in society". This description reflects the eudemonic approach to well-being and indicates a strong link between physical and mental health and well-being. [38] Scholars commented that well-being has taken precedence over the previous emphasis on anxiety in the workplace since 2011, shifting from a limited, open perspective to a more comprehensive and preventive one.[39] Researchers noted that an increasing number of employers, particularly large organizations, are taking action to promote and promote health and well-being among their employees to advance efficiency, engagement, and attendance. Organizations frequently say ' people are our greatest asset, ' but organizations typically do not clarify what they mean by this, and public coverage is, in fact, low and lacks materiality. Academic research confirms the association between work engagement and workplace well-being, absence and stamina. For example, it has been stated that work engagement correlates with higher psychological well-being rates [40]. It has been also stated that work engagement is negatively correlated with burnout [41], whilst some researchers found that "Significant work leads to lower rates of absence because people are involved in their jobs "and that well-being strengthens the connection between meaningfulness and engagement" [42]; [43]. It has been recorded that employees feel more committed and efficient at work than employees who are not engaged or actively disengaged have been

measured for their overall lives. In addition to being a member of Pride, in this paper, we find the well-being of workers as a significant mediator who has not been used as a mediator on the relationship between CSR and work engagement to our awareness. Many CSR literature is focused on advanced countries' data and is starting to mature; nevertheless, this trend is still underdeveloped in emerging countries [44]. The purpose of this study is to make some significant impact on CSR literature and its consequences. First, it will address the need for more work on individual-level research on the CSR domain to scrutinize the effect of CSR on employees' work engagement. A recent article reported that only 9% of the available CSR studies concentrate on the individual research level [45]. Secondly, by investigating the direct effect of CSR on diverse bodies, organizations will have a better idea to invest their valuable resources on CSR activities which may help them to take critical employment decisions. Thirdly, using the results of this study, corporations will be more thoughtful of expanding the view of Pride in membership and Employee well-being, as the means of comprising the employees for the betterment of the organization itself. Ultimately, by presenting empirical evidence from Bangladesh on the relationship between CSR and work engagement, this research accomplishes a significant gap in the literature where mechanized western nations dominate the environment. This study reports the scarcity of research in the literature from other cultural contexts by responding to how employees perceive CSR in a developing nation, what impact it has on their behaviors and the conditions that arise or mitigate the relationship between CSR and employee outcomes such as work engagement.

## **II. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT**

**Corporate Social Responsibility :** There is a broad definition of corporate social responsibility (CSR) which is corporate policies and activities that go beyond the pecuniary interest of the company and seek to have a positive impact on stakeholders [46]. CSR has received considerable research attention [47];[48] which is not shocking since many companies adopt it as a key strategic feature. [49]; [50]. The increased number of corporate scandals and public questions about the behavior of companies has also sparked interest in CSR in research and management. It is also significant in findings that CSR has positive effects on various organizational results, including financial performance [51], credibility [52]; [53], strategic engagement [54], and consumer loyalty [55]. In view of some researchers, every establishment has its own distinctive set of stakeholder groups that are affected by corporate accomplishments and can affect the companies [56]. In turn, each of these stakeholder groups has varying needs, expectations, and impacts on the corporation, which requires varying response strategies that are tailored to manage that particular group. Managing these diverse and at times contradictory expectations of stakeholders represent a daunting challenge for corporations as in the research by [57]. In this context, CSR is an important tool that can help corporations manage their delicate relationships with society and the environment within which they operate. In return, stakeholder groups would reward corporations by increasing the consumption of their products and services which is states in the study of [58]. Therefore, CSR can be viewed as a kind of management of the relationship between the organization and the sector in which it works. The CSR definition is the culmination of different theories, including organization theory, management theory, agency theory, institutional theory, the company's resource-based view, and research-based stakeholder theory [59]. It is a process whereby a company assumes responsibility for the entire value chain and its effects on social, ecological and economic parameters.

In an attempt to resolve the different viewpoints on CSR, some of the experts identified 5 key dimensions of the CSR construct using a content analysis of 37 CSR explanations, namely environmental, social, economic, stakeholder, and voluntariness [60]. According to the author, 97% of the definitions studied contained 3 or more of these dimensions. An interesting view of CSR is proposed by [58], who defines CSR as the "actions that appear to further some social good, beyond the interests of the firm and that which is required by law". In doing so, the authors emphasize the voluntariness measurement as a necessary pre-requisite of 'true' CSR. This view of CSR is valid not only from a moral standpoint, considering that meeting the bare minimum requirements so as not to get into trouble with the law does not constitute as being 'socially responsible', but also from a business standpoint, since CSR practices are essentially investments in building and maintaining stakeholder relationships. These investments can lead to the creation of competitive advantages such as a strong corporation reputation of reliability and honesty according to research by [58]. Also, the same expert states that they can also serve as a mechanism for product differentiation [58]. For example, corporations can invest in and acquire the Fair Trade certification and imprint the logo on their products as a means of standing out from competing products.

**Social Identity Theory :** The philosophy of social identity aims at citizens seeing themselves as representatives of social categories [61];[62];[63][64][65]. Within the theory of social identity, the self-concept of an individual is influenced by his or her membership of social organizations, including the organization for which an individual works [63]; [66];[65]. Individuals try to establish or improve their positive self-concept by contrasting their own characteristics and the classes to which they belong with other individuals and groups [61];[63]. Favorable similarities contribute to an increased, unfavorable self-concept that decreases self-esteem. Perceptions of the identity of an organization, a member of an organization's belief in the "distinctive, fundamental, and lasting values of the organization" that affect the strength of an individual's affiliation with an organization [66]. Therefore, the principle of social identity theory hypothesizes that citizens are happier while they interact with organizations with good reputations because it is an affiliation with those organizations that will improve their self-concept [61];[67];[65].

To fulfill the psychological cravings of belongingness, uniqueness and meaningful existence Individuals tend to associate themselves with similar qualities and characteristics of social groups in order to satisfy the psychological needs of belonging, individuality and meaningful life [17]. CSR acts by replicating the organization's moral and ethical principles encourages workers to participate in the process of self-classification [17]. Identifications with the self-image of a reputable organization assist workers, help them consider their job more eloquent and feel proud of it. Higher organizational recognition thus contributes to activities that help the organization [66].The reputational benefits of CSR have important spillover effects in terms of social identity theory and, therefore, employee perceptions and behaviors. Since outsiders tend to evaluate employees based on what their corporations stand for, corporate reputation becomes a critical point of interest for employees. In fact, corporate social responsibility may have been primarily seen as a powerful tool for attracting potential employees [68]. According to researchers, a robust corporate reputation has also been found to reduce employee turnover intentions, as mediated by pride in membership and job satisfaction [69]. Indeed, employees establish an important source of 'demand' for CSR and tend to support progressive CSR initiatives such as occupational health and safety, fair labor relations, and social security. In turn, they may reward their corporations with increased loyalty, morale, and productivity [70]. These workforce-related benefits have been considered under the umbrella term of 'employee engagement', and CSR has been a stimulus on employee engagement[71]. Ultimately, CSR helps corporations manage their relationships with their employees, since, at its core, CSR is a relationship engagement strategy [72]. The study uses the theory of social identity by suggesting that workers associate themselves with the CSR activities of an organization and these feelings of connection with the business would contribute to the positive attitude of employees towards work engagement.

**CSR and Pride in Membership :** Although pride as perception has been widely considered in both psychology and management disciplines, little attention has been given to Pride in membership (Katzenbach and Santamaria,1999). However, as viewed through the lens of Social Identity theory, PIM is an important consequence of CSR activities. According to SIT, corporate social success can be expected to support workers' recruitment, engagement and productivity favorably, as they are likely to closely associate with meaningful organizational principles [73]. PIM grows when an organization is recognized as being important, meaningful, and a valuable part of the community [74]. Studies have given great attention to the role of employees' in the social sensitivity of corporations [75];[11];[76];[10];[73]. Such findings show payoffs to increase social responsibility, including the assumption that more socially responsible companies are more appealing to potential employees and may, therefore, profit from larger pools of candidates, and a more dedicated workforce as "employees will be happy to associate with respectable job organizations"[75];[11]; [73]. Also, it is the fittest and desirable employees that tend to place the most emphasis on their employer's reputation, thus augmenting the potential benefits of PIM. An organization that is widely recognized for its positive endeavors tends to inspire organization-based self-esteem amongst its employees. Similarly, positive meta-stereotypes and perceptions held by observers external to the organization enhance social identification, which is referred to as CSR-induced identification, which can serve to instill PIM [77] ; [78]. These meta-stereotypes, based on the organization as a whole, are a stronger predictor of collective identity than employees' personal attributes or achievements. This leads to the formulation of our first hypothesis:

***Hypothesis 1: Corporate Social Responsibility is positively associated with Pride in Organizational Membership.***

**CSR and Employee Well-being :** In addition to the pride, raising awareness of CSR practices leads to questions about how socially responsible companies impact the well-being of the employee. The critical approach to CSR has its origins in stakeholder theory and claims that the organization's long-term interest depends mainly on its employees' expertise, skills and engagement and partnership with clients, customers and other stakeholders [79]. The task of managers is to satisfy various stakeholders that can influence their organization. According to the view of stakeholders, it is beneficial for an organization to participate in CSR activities that stakeholders find important in order to get their organization support [80]. Empirical evidence from various studies shows that organizations engaged in CSR actions can more effectively cope with environmental and stakeholder pressures and social demands [81]. If a company is seen as socially responsible for society and fulfills its social responsibilities, workers often tend to hold it accountable to them [80]. Employees feel more comfortable with the more socially responsible companies committing themselves. It indicates that the implementation of socially responsible activities can be seen as a means of increasing employee satisfaction. Employees, in particular CSR approaches, play an important role in the execution of organizational strategies. Through improving employee satisfaction, efficiency, customer loyalty, legal compliance and client acceptance, a healthy organizational culture enhanced through prudent HR management practices will maintain a high level of market success [82]. Remember that an individual's general well-being encompasses all aspects of life, not just the workplace. The article will address things every business of any kind can do to reap the benefits of employee well-being at little or no expense, such as enhanced customer satisfaction, increased corporate engagement, and increased productivity. Thus, with the advent of CSR in the past few years, it is important to assess its role as a predictor of employee well-being. We therefore formulate my second hypothesis:

***Hypothesis 2:** Corporate social responsibility is positively associated with employee well-being*

**Pride in Membership and Work Engagement :** Pride is considered an extremely important sentiment for driving social behavior which includes work engagement. Organizational pride increases satisfaction and high-level commitment to the organization which, in turn, invigorates employees to achieve organizational objectives [83]. High levels of PIM can also reduce employee turnover intents, which is indicative that PIM may lift employee commitment. Furthermore, [84] asserts that extrinsic forms of pride, such as mission pride developed by association with a sound employer, are more highly correlated with high levels of employee performance than intrinsic forms of pride. The relationship between Pride in membership and work engagement can be defined through the lenses of Social Identity Theory. The principle of social identity implies that the personalities of individuals arising from group membership are central to their self-concept [65] [61], which in turn affects their behavior, perception, and behavior. Social identity is defined as "that part of the individual's self-concept which derives from his knowledge of his membership in a social group (or groups) together with the value and emotional significance attached to that membership" [61]. The theory has helped significantly improve our interpretation of a range of social impact and collective behavior-related events from work-related activity. The philosophy of social identity implies that a strong relationship between an individual and their company strengthens their support for (and on behalf of) their peers and their organization [63]; [66]. A stronger psychosomatic relationship with the company, in effect, can also increase the ability to perform better and interact with the work itself. High employee engagement can be emotional as well as physical, representing the concept's attitudinal and behavioral components. The psychological relationship between an employee and their company will hypothetically strengthen or weaken their work engagement. Therefore, it can be assumed that individuals with a strong psychological relationship with their organization will likely follow the goals and objectives of their organization and thus be more interested in achieving these goals by interacting with their work. Therefore, based on SIT we posit that:

***Hypothesis 3:** Pride in Organizational Membership is positively associated with Employees' Work Engagement.*

**Employee Well-being and Work Engagement :** There is a clear correlation between high rates of well-being and engagement, and these two states both 'reinforce each other' and are necessary for optimal individual and

organizational success. Employment for many people during their working hours is the primary activity, and their level of engagement influences the extent to which they enjoy their lives. Research has revealed a correlation between the degree of workplace involvement and physical health of employees: employees who participate through their employment are usually in better health and have healthier habits than employees who are not working or deliberately disengaged [43]. Organizations that strive to improve the level of commitment of their workers will also help their employees improve the quality of their lives, mitigating the effects of lost productivity arising from chronic diseases while decreasing the cost of health care and absence [43]. Well-being can potentially affect both employees and companies in different ways. Employees with low well-being can be less productive, make poor verdicts, be more prone to be away from function, and see total contributions to organizations steadily declining [85]. On the other side, an optimistic, rewarding, affective-motivational condition of job-related well-being which can be perceived as the antipode of burnout of employment. Involved workers have a high degree of vigor, are passionate about their work and are often fully engaged in their work so that time passes [86];[87]. It seems to be increasingly obvious that employee well-being plays an important role at work. Well-being not only subsidizes mental problem risk reduction but also tends to alleviate other work-related issues such as efficiency, working partnership consistency, inspiration, commitment, etc. Positive feelings correlated with job participation can have spillover effects on general well-being, which influence life satisfaction and can be explained by resource management theory, which implies that efforts lead to increased wealth and well-being, contributing to our next hypothesis[88] ;[89] :

***Hypothesis 4:** Employee well-being is positively associated with Employees' work engagement.*

**CSR, Pride in Membership, Employee Well-being and Work Engagement :** There may be no direct relationship regarding CSR and employee work engagement. According to W.A Kahn, Work engagement is the "harnessing of the members of the organization to their job roles: people work and communicate themselves socially, cognitively, emotionally and mentally through position success in involvement . Work engagement is positively associated with work skills and personal resources. Analysis has built an overarching concept of work engagement [28]. The model of work motivation involves 5 individual motivator elements such as income, oneself, team participation, mastery, and task. As we have already presented the principle of social identity, which has often clarified the positive effects of socially responsible organizational behavior on workplace attitudes and behaviors such as job participation. When employees categorize positively for their working organizations that create public interest, they are expected to exhibit a greater level of engagement at work, for example by being more positive and productive at work. Increased levels of work engagement can, in addition, have a beneficial effect on life satisfaction and thus clarify the positive relationship between public importance and life satisfaction in part. Evidence has shown that there are higher levels of happiness among employees who are more engaged with their jobs. [90]; (Caesens, Stinglhamber, & Luypaert, 2014); [91] ; [88]. On the basis of these insights, we believe that pride in membership and employee well-being play pivotal roles in the relationship between CSR and Work engagement. We believe that employing organizations that conduct CSR activities and take good notes about the well-being of their employees create a sense of pride among them which leads to greater work engagement. Thus we propose our last hypothesis which is:

***Hypothesis 5:** Employee well-being and pride in organizational membership fully mediate the association between Corporate Social Responsibilities and Employees' work engagement*

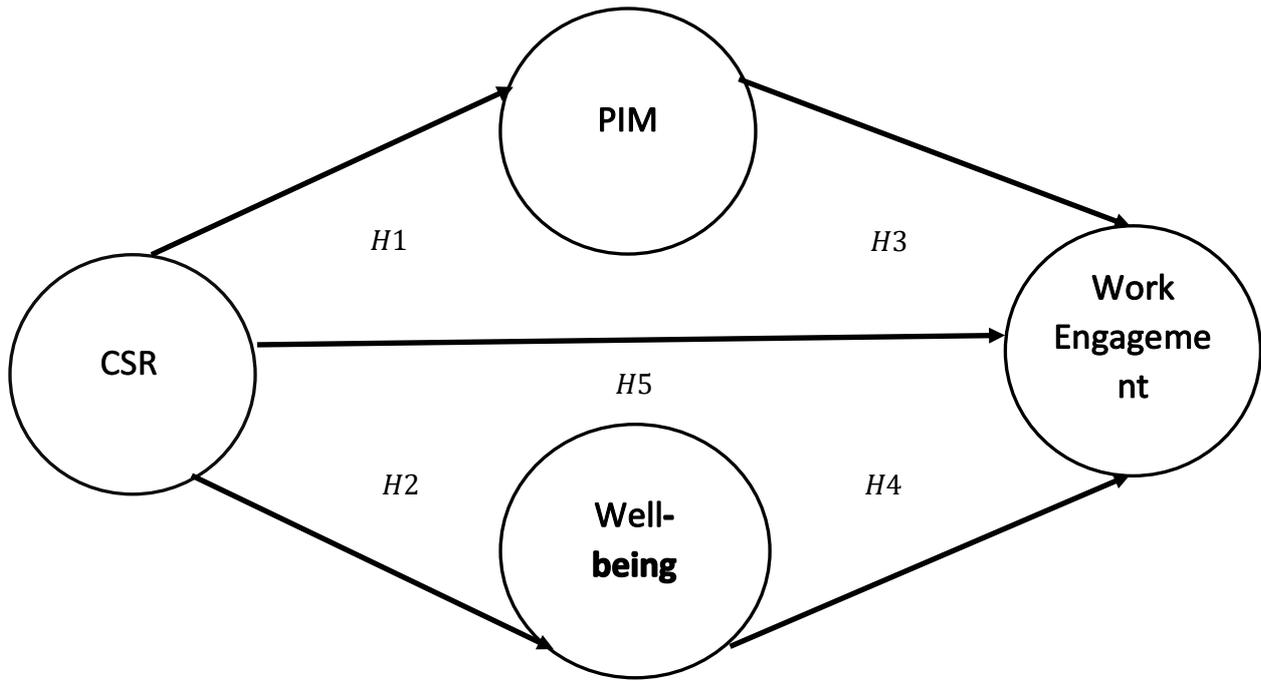


Fig:1-Theoretical model

Note: CSR=Corporate Social Responsibility ; PIM=Pride in Membership

### III. Methodology

**Data and sample :** This is an exploratory study that explores the relationship between CSR, pride membership, employee well-being, employees’ work engagement constructs. In this study, the unit of research is specific employees working in various institutions in Bangladesh, including regional and multi-national organizations. The data has been collected through a personally administered survey questionnaire technique. The 72-item questionnaire included questions related to respondents’ profile (age, gender). It also includes under general information section another question related to the organization’s profile. The respondents were told of their responses’ anonymity. An online survey connection has been provided to those who wanted to take the survey online. Of the 487 questionnaires distributed to the respondents, there were 393 positive responses. Among, 338 usable questionnaires were collected for a response rate of 69.40% after data cleansing and listwise deletion. Demographically, the data comprises 51.5% male and 48.5% female. 25.7% respondents fall in the age bracket of 20-30, 24.9% in the age bracket of 31-40, 26.6% in 41-50, 21.3% in 51-60 and 1.5% respondents fall in the age bracket of 61 & above category.

Table:1 Sample Composition

Respondents profile	Categories	Frequency	Percentage%
Gender	Male	174	51.5
	Female	164	48.5
Age	20-30	87	25.7
	31-40	84	24.9
	41-50	90	26.6
	51-60	72	21.3
	61 & above	5	1.5

Note: N=338

## **Measures**

**Corporate Social Responsibility (CSR) :** The scale to measure CSR association is adopted from CSR Scale [92]. The scale contains 19 items(indicated by C1-C19) divided into 5 sub-items, namely, Obligation to customers and markets, Obligation to social programs and natural environment, Obligation to laws and regulations, Obligation to society, that measures association employees with a company doing CSR activities, using Likert 5-point measures from previous literature drawn and updated [93] ; [94]; [95]; [24]; [96]. Both subscales provided acceptable levels of reliability. For the scale, the Cronbach's  $\alpha$  was .951.

**Pride in Membership (PIM) :** The construct, Pride in Membership, measured on 14 items divided into 7 subscales which are adapted from [35]. The seven sub-scale "Authentic Pride Item" namely, accomplished, like I am achieving, confident, fulfilled, productive like I have self-worth, successful and the construct have been indicated in the study by P1-P14. The respondents were told to determine the degree to which they responded to claims on a five-point Likert scale, varying from 1 (strongly disagree) to 5 (strongly agree). For the scale, the Cronbach's  $\alpha$  was .927.

**Well-being (WB) :** The construct of Employee well-being is measured on 20 items which were borrowed from the Job-related Affective Well-being Scale, JAWs; [97] and been indicated in the study by W1-W20. Example items included 'My job made me feel calm, My job made me feel excited, My job made me feel inspired, My job made me feel satisfied' etc. The responses of the respondent were measured on the Likert scale of five points ranging from 1 (strongly disagree) to 5 (strongly agree). The reliability value (Cronbach's  $\alpha$ =.935) is highly acceptable.

**Work Engagement (WE) :** Using the UWES-9, a shorter version of the initial Utrecht Work Engagement Scale UWES, work engagement was measured [24]. The UWES objects are divided into three subscales representing the fundamental commitment dimensions: Vigor (6 items), Dedication (5 items), and Absorption (6 items) and represented by WE1-WE17 in the report. All objects are rated from 1 (never) to 5 (always) on a 5-point frequency rating scale. Such elements are considered to be highly correlated and are therefore used together to assess job dedication . Test things included ' I feel overflowing at work with strength, ' I feel strong and energetic at work ' and ' I am enthusiastic about my career '.

**Data analyses :** The data analysis techniques include; reliability analysis through Cronbach alpha using SPSS 20 software. Reliability analysis is computed using confirmatory factor analysis (CFA) using MPlus Version 8.1 software. Correlation analysis through Pearson Correlation Matrix using MPlus Version 8.1 and eventually, regression analysis using the methodology of structural equation modeling (SEM) to check the theories suggested in this review.

## **IV. RESULTS**

Table 2 demonstrates the appropriateness of the observed data with the proposed model by evaluating the confirmatory variables tests. The estimation model is tested on the basis of Fornell and Larcker (1981) suggested parameters [98] and [99] for reliability, validity, and model fit indices. System fit indices such as the Comparative Fit Index (CFI= 0.949), the Tucker-Lewis Index (TLI= 0.948), the Chi-Square Index( $\chi^2/df= 1.25$ ), the Root Mean Square Approximation Error (RMSEA= 0.030) and the Standardized Root Mean Residual (SRMR= 0.041) are good fit. The Cronbach alpha is higher than 0.70 for each multi-item measure, which shows high internal consistency between items. Cronbach alpha values are well above satisfactory level for CSR(0.951), PIM(0.927), Well-Being(0.935) and Work Engagement(0.910). Whereas in all metric scales, the values of individual factor loadings are greater than 0.50 and provides support for convergent validity. Table 2 illustrates that data for all variables is consistent and fit for using for further analysis. In addition, Table 3 describes the items included in our four constructs we used in our model, the factor loading of each items and the model fit Cronbach's  $\alpha$ . [Only 2 items from Well-being has been omitted as the value of that item's factor loading was <0.50. Omitted item hasn't had any impact on the research outcome]

**Table: 2** Reliability and Validity analysis

Construct	Indicators	AVE	Cronbach- $\alpha$
Corporate Social Responsibility	C1-C19	.507	.951
Pride in membership	P1-P14	.475	.927
Well-being	W1-W20	.426	.935
Work Engagement	WE1-WE17	.378	.910

Note : CFI = 0.949; TLI = 0.948; RMSEA =0.030; SRMR = 0.041;  $\chi^2/df$  = 1.25

**Table:3** Factor analysis

Construct	Items	Factor loading	Cronbach- $\alpha$
Corporate social Responsibility	good condition for personal development	.721	.951
	consider employees needs and wants in their decision making	.712	
	make fair decision about and for the employees	.702	
	provide a work and life condition	.736	
	considers both customer satisfaction and his/her long-term benefits in its plans and actions	.737	
	has enough disclosure about its products and services to customers	.725	
	respects customer rights meanwhile attention to other stakeholders' rights	.717	
	implement local and international standards in its production	.723	
	aim to protect and improve the natural environment	.714	
	firm takes part in altruistic activities and encourages its employees to participate in such activities	.682	
	minimize its unfavorable and damaging effects on the natural environment	.737	
	supports social welfare programs and creation of employment opportunities	.716	
	act on the basis of local and global legal regulations	.692	
	Complying with legal regulations in every situation	.724	
	pays its taxes and other duties regularly and completely	.687	
	cooperates with other private and public entities in social responsibility projects	.701	
	emphasizes the importance of its social responsibilities to the society	.712	
	targets sustainable development and creation of a better life for future generations	.693	
	seeking opportunities to define projects that are beneficial both for the organization and	.693	

society			
<b>Pride in membership</b>	I would feel proud to be an employee of this firm	.679	.927
	I would recommend my firm as a great place to work	.696	
	I would proud to tell others that I work for this firm	.717	
	I rarely think about looking for a job at another company	.712	
	I see myself still working at [company] in two years' time	.680	
	My firm motivates me to go beyond what I would in a similar role elsewhere	.686	
	I would be proud to identify myself personally with this firm	.657	
	I feel accomplished as a member of the organization	.699	
	cooperates with other private and public entities in social responsibility projects	.672	
	implement local and international standards in its production	.716	
	job make me feel excited	.673	
	early morning feel like going to work	.701	
	enthusiastic about my job	.666	
	provide a work and life condition	.694	
	<b>Well-being</b>	job doesn't make me feel angry	
job doesn't make me feel anxious		.648	
job make me feel at ease		.636	
job doesn't make me feel bored		.662	
job make me feel calm		.684	
job make me feel content		.679	
job doesn't make me feel depressed		.276	
job doesn't make me feel discouraged		.668	
job doesn't make me feel disgusted		.662	
job make me feel ecstatic		.670	
job make me feel energetic		.721	
job make me feel enthusiastic		.679	
job make me feel excited		.665	
job doesn't make me feel fatigued		.647	
job doesn't make me feel frightened		.667	
job doesn't make me feel furious		.645	
job doesn't make me feel gloomy		.695	
job make me feel inspired		.665	
job make me feel relaxed	.651		
job make me feel satisfied	.654		
<b>Work Engagement</b>	feel like bursting with energy	.611	.910
	feel strong and vigorous	.620	
	early morning feel like going to work	.658	
	can continue to work for long periods of time	.676	
	At my job, I am mentally resilient	.666	
	At my job, I always persevere, even when things do not go well	.668	
	I find the work that I do meaningful and purposeful	.414	
	enthusiastic about my job	.588	

job inspires me	.629
proud of the work that I do	.619
job is challenging enough	.591
Time flies when I am at work	.697
When I work, I forget everything else around me	.597
feel happy when I work intensively	.607
I am immersed in my work	.581
get carried away when I work	.610
It is difficult to detach myself from my job	.570

Table 4 presents the means, standard deviations of all constructs as well as correlation matrix computed through MPlus. Well-being is the largest mean attribute, accompanied by Pride of membership as shown in Table 4. Also clear from the contrast of square inter-scale associations and inferred average variance (AVE) was the discriminating integrity of measures. As shown in Table 3, the AVE of all the measures approaches the inter-scale association of all the measurements used in the sample [98]. We tested specific system prejudice using Harman's single factor test before continuing with the structural analysis [100]. The single factor explains the difference of 33.23 percent, which shows that typical process prejudice does not influence our study results.

**Table:4** Correlation Matrix

	CSR	PIM	Well-being	Work Engagement
<b>CSR</b>	<b>.712</b>			
<b>PIM</b>	.441	<b>.689</b>		
<b>Well-being</b>	.465	.546	<b>.647</b>	
<b>Work Engagement</b>	.373	.278	.462	<b>.612</b>
<b>Mean</b>	3.67	3.68	3.72	3.56
<b>Standard Deviation</b>	.821	.774	.743	.804

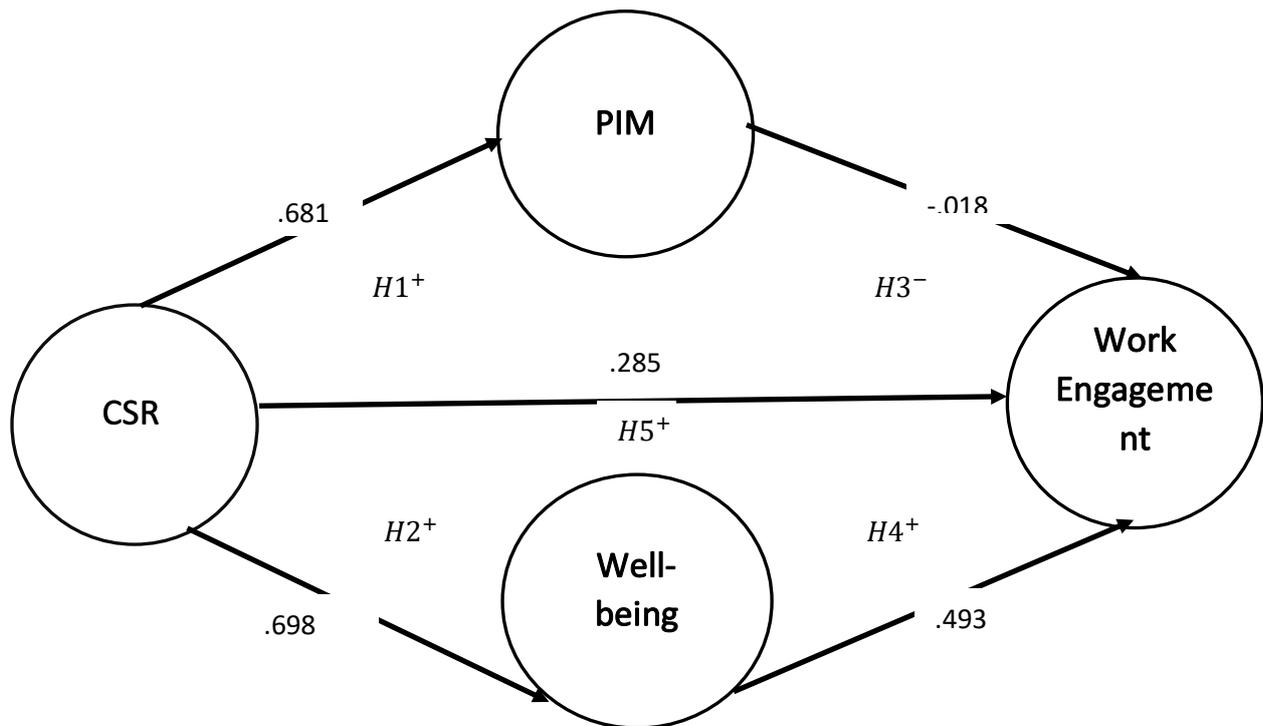
**Note** The bold values at the diagonal represent AVE.

The findings of the regression analysis are described in Table 5 through the Structural Equation Model (SEM). The regression paths, respective hypothesis, values of Estimates, S.E and P values are depicted in Table 5. The fitness index of the model indicates an acceptable model fit as the value of Chi-square ( $\chi^2/df = 1.28$ ), CFI = 0.943, TLI = 0.941, RMSEA = 0.032, and SRMR = 0.059 meet the fitness model cut-off criteria [98]; [99]. The systemic analysis findings described in Table 5 provide a holistic view of the impact of CSR on PIM, well-being and work engagement. Four out of five model paths are important, and these analytical test results suggest that only H3 hypothesis is not accepted, while the other hypotheses in this analysis are fully supported. Fig-2 shows the hypothesized path and their respective relationships.

**Table:5** Regression Analysis

Hypothesized path	Hypothesis	Estimate	S.E	P	Decision
CSR -----> PIM	H1	0.681	.033	0.000	Supported
CSR -----> Well-being	H2	0.698	.031	0.000	Supported
PIM -----> Work Engagement	H3	-0.018	.070	0.796	Not-supported
Well-being-----> Work Engagement	H4	0.493	.066	0.000	Supported
CSR -----> Work Engagement	H5	0.285	.068	0.000	Supported

Note:  $\chi^2/df = 1.28$ ; CFI = 0.943; TLI = 0.941; RMSEA = 0.032; SRMR = 0.059



**Fig:2** A tested final SEM model

## V. DISCUSSION

This study aimed to establish the relationship between Corporate Social Responsibility and Work Engagement with the mediating role of Pride in Membership and Employee well-being. We primarily supported our hypothesized model using the sample from Employees' working on different national, multi-national and international organizations in Bangladesh. We chose Bangladesh as our field of research as, in nominal terms, the market-based economy of Bangladesh is the 42nd largest in the world and the 31st largest in terms of purchasing power parity; it ranks among the Next Eleven emerging middle-income economies and a Frontier zone. According to the IMF, the economy of Bangladesh is the second fastest-rising major economy in 2016 at a pace of 7.1% (Devnath 2016); (Karim, Naim Ul 2018). The findings of this study show a positive association between CSR and PIM, CSR and Well-being, Well-being and Work Engagement, CSR and Work Engagement; and stating a negative relationship between PIM and Work-engagement. Though some of the researchers have found that organizational pride is a predictor of employee engagement but we could say that Employee engagement and Work engagement cannot be defined as the same [101]. According to Kahn's description of dedication, work participation is an essential motivating term that is not only restricted to job performance but also provides a broader perspective on the employee himself [102]. This broader perspective paints a picture of people who can make their own choices about the roles and behaviors in which they want to spend their physical, cognitive and affective resources [103]. Engagement is, therefore, a term that explains how employees take advantage of their organizational positions by turning their resources into affective, cognitive and physical labor [102]. The findings of this study postulate that Corporate Social Responsibility influence positively in developing employees' pride in membership and Well-being. For instance, [104]; [77]; and [78] note a positive association between CSR and employee company identification.

Neither research explored the relationship between employee well-being and job engagement to our understanding. Our analysis suggests that the two structures have a positive relationship. Scholars have likened the word well-being to the phrase "happiness" [105];[107]. Being happy involves being pleased or fulfilled at somewhat higher levels of activation. Positive people are likely to be more involved, approach-oriented, enthusiastic, engaged in their jobs, compassionate to their friends, and diligent when faced with problems relative to dissatisfied staff. While there is a wide range of research dealing with CSR and its interactions with HR's position and activities, few empirical studies examined the interaction between CSR and work engagement. Our anticipated predictive course, therefore, indicates a positive relationship between Corporate Social Responsibility and work engagement. Several experiments have been carried out on the interaction

between CSR activities and its connection with the enhanced recognition and engagement of the employee to the organization, the attitudes of corporate citizenship and the nature of the job [108].

**Theoretical and practical implications :** This research by disclosing the mechanism adds to the literature by which Corporate social responsibility of an organization has a direct and indirect effect on the work engagement with the help of two predictors which are Pride in membership and Employee well-being. The non-significant direct effect of PIM to Work engagement may be inconsistent, as we draw from the previous literature of [109]; who examined the association between CSR, pride in membership, job satisfaction, and employee engagement. This current study examined how socially responsible organizations' activities of organizations including CSR association and CSR participation influence employee pride in membership perceptions and employee well-being to increase work engagement level. The study concludes that organizations with a higher level of socially responsible practices establish a higher level of CSR affiliation and staff engagement in CSR. Organizations will raise a sense of organizational loyalty among employees by inculcating a higher level of CSR affiliation and commitment among employees, but it is not certain that this would increase the level of work engagement. If the services missing are ignored, the partnership between PIM and work engagement will not be complete. When employees are able to extract work capital from other outlets, they may retain their sense of security and improve their work engagement. Psychological safety was proposed as a key determinant of work engagement in early systematic engagement work. (Kahn 1990). While we have not used a direct measure of psychological health, a favorable perception of job security or potential career incentives will motivate employees to feel truly secure and to engage completely in their job roles.

Organizations having good employee well-being activities will ensure employees will be much more engaged in their job. However, from a Stakeholder perspective, such finding suggests a major theoretical consequence. The findings of this study have particular significance for the organizational managers who are interested to develop positive employee behavior towards work engagement. This study confirms that CSR has not only significance for customers; it is also pertinent for employees in shaping their favorable attitude towards organizations.

**Limitations and future research :** This study is not devoid of limitations. Due to the highly distinctive existence of the research sample in a single country environment, the major limitation of this analysis is its generalizability. For employees from other countries, the inferences from such a sample in Bangladesh may not be fully generalizable is quite a different national culture. Nevertheless, despite the contexts in which corporate social responsibility can be described, attitudes regarding PIM and well-being that vary somewhat in different cultures. In the same period, conditions for work engagement in many ways can be defined differently. Requirements to other countries based on this study's methodological results should be used with care. In specific (Hofstede 1980) and (Hofstede and Bond 1988) define societies based on five dimensions, including individualism, avoidance of ambiguity, detachment from authority, masculinity, and Confucian dynamism. In fact, previous research indicates that key stakeholder theory concepts are embedded in Western mainstream thinking in-depth and demand fundamental change when extended to minority groups or other societies, indicating that the methodological conclusions of this analysis should be translated with great caution to other nations [110].

In fact, the survey methodology we used has provided skewed results in our model technically. Through analyzing the complexity of the consequences of the traditional process of prejudice, we tried to address this vulnerability. Our method was not ideal, according to researchers, despite being a frequently used approach. [100]. Future studies will analyze the impact of CSR using different approaches or restructure our analysis by changing the sources of data to ensure the parameter results are accurate. The measurement items we used to analyze our study can be alternated by other measurement tools. For example, the measurement tools we used for measuring CSR, [92]. There are more tools to measure the items of CSR that differs from our study. Future research can be done altering the research methodology and using different measurement tools regarding the construct of the current study. The report did not address certain structural factors, such as company ownership, working hours, group ratios, organizational structure, executive leadership, productivity, etc., owing to the analysis framework that focused on corporate social responsibility. This study did ask about the demographic characteristics of the respondents (age, gender, tenure in the organization), which were not been used as control variables. Future research may address those issues and can be used as control variables. Future studies can also examine how perceptions of CSR can vary among respondents with diverse demographic backgrounds. Our suggestion for further research can be on the effect [111] of corporate social responsibility on work engagement

with other employee-related constructs such as organizational climate, employee knowledge sharing, discipline management, etc.

## VI. CONCLUSION

Using the data from Bangladesh, we tried to prove the relationship between CSR and Work engagement with the mediating effect of Pride in Membership and Employee Well-being. Though the indirect effect of PIM on Work engagement was not satisfied that we assumed, the results from this study will have much influence on managerial decision makings and theory settings as well. We reaffirm the importance of practicing Corporate social responsibility to achieve greater benefits for the organization itself. The results of this study, more precisely the unsupported hypothesis, opens up a path for future researchers to investigate the unsolved relationship between PIM and Work Engagement.

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