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### Inter- relationship of Corporate Social Responsibility and Employee Performance in Indian Context: A SMART PLS Approach with Mediators

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#### **Abstract**

##### **Purpose**

*This contemplation explores the impact of Corporate Social Responsibility (CSR) on employee performance within the Indian context, particularly with reference to the Companies Act of 2013. It aims to explore how CSR resourcefulness leads to enhanced employee engagement and organizational commitment, ultimately influencing employee performance.*

##### **Design/methodology/approach**

*The research applies Structural Equation Modeling (SEM) using SmartPLS4 to examine data collected from 313 participants. The conceptual framework considers employee engagement and organizational commitment as mediating variables. It evaluates the model's reliability and validity through assessments of convergent validity, discriminant validity, and internal consistency.*

##### **Findings**

*The results reveal that CSR significantly enhances employee engagement, which subsequently has a significant effect on both employee performance and organizational commitment. Conversely, the straight influence of CSR on organizational commitment is not significant, indicating that factors beyond CSR may shape organizational commitment.*

##### **Research limitations/implications**

*The findings are based on data collected from a specific geographical and cultural context (India), which may limit generalizability. The studies in future could explore the role of other mediating variables and examine different organizational contexts to gain a broader understanding of CSR's impact on employee outcomes.*

##### **Originality/value**

*This study adds to the literature by empirically demonstrating the mediating role of employee engagement in the relationship between CSR and employee performance. It provides valuable insights for managers and policymakers on the strategic integration of CSR into human resource practices to drive engagement and enhance performance.*

**Keywords:** *Corporate Social Responsibility, Employee Engagement, Employee Performance, India, Organizational Commitment, Structural Equation Modelling*

## 1 Introduction

A company's self-imposed efforts to solve social and environmental issues are referred as corporate social responsibility, or CSR. It is the action done to work for the good of society and the environment rather than just making money. The concept of sustainable HRM practices in Indian organizations also supports socially responsible initiatives when aided by structured HRM practices (Yadav & Nigam, 2025). Thus, businesses must adhere to the CSR eligibility requirements to attain sustainability set forth in Section 135 of the Companies Act of 2013. According to Schedule VII of the Act, it includes those initiatives that promote education, safeguard the environment, improve communities, or guarantee that workers are treated fairly. Due to both national and international regulations, corporate social responsibility (CSR) has emerged as a crucial component of corporate governance in India (Aguinis & Glavas, 2022). In India, corporate social responsibility is not new; rather, it has historical roots. The practice is regarded as "giving back to society." Nonetheless, international norms and regulatory frameworks have greatly influenced its current iteration. Section 135 of the Companies Act of 2013 mandates businesses that satisfy specific financial requirements must invest in CSR initiatives at least 2% of their average net income over the previous three years (Companies Act, 20213). CSR is perceived to be voluntary and mandatory however analysis of numerous definitions of it skew it towards voluntary activities (Gatti, L., et. al, 2019). India is now among the few nations in the world with a legislated need for corporate social responsibility (CSR), highlighting the significance of this practice in the business sector (Government of India, 2013). CSR's influence extends beyond external stakeholders to significantly impact internal stakeholders, particularly employees. Previous researches consistently depict that CSR initiatives can enhance employee engagement, motivation, as well as organizational commitment, all of which are critical determinants of employee performance (Aguinis & Glavas, 2022; Farooq, Rupp, & Farooq, 2022; Glavas & Kelley, 2014). Furthermore, organizations that actively implement CSR initiatives create a positive organizational climate that promotes job satisfaction and strengthens employees' commitment to the organization (Kim & Kim, 2021). Recent studies also highlight that CSR initiatives strengthen employee satisfaction and engagement, which subsequently leads to improved

individual performance and organizational effectiveness (Yang & Rozaini, 2024). A meta-analysis of CSR research further confirms that employees' perceptions of CSR are positively associated with several employee-related outcomes, including engagement, commitment, job satisfaction, and organizational citizenship behavior (Gond, El Akreimi, Swaen, & Babu, 2021). After introducing the idea of corporate social responsibility (CSR) and how it relates to the three main constructs-employee engagement, organizational commitment, and employee performance; let's examine these ideas, which are essential for deciphering the impact pathways and creating theoretical and practical clarity when developing hypotheses.

### 1.1 Employee Engagement

Employee engagement, which involves both emotional and cognitive commitment to one's work and organization, is vital for achieving high job performance (Kahn, 1990). Engaged employees seem to be more productive, exhibit greater loyalty, and have lower turnover rates. Employee Engagement is one of the important factors of High-Performance Work Practice (HPWPs) out of the nine HPWPs with a mean of 3.66 (P Kumar, 2018). Therefore, CSR initiatives can greatly enhance it by transfusing pride and purpose in the mind of employees. When employees observe their company making positive contributions to society, it strengthens their identification with the company's values and mission (Maignan & Ferrell, 2001).

### 1.2 Organizational Commitment

The psychological bond formed by employees with their respective organizations is referred as organizational commitment. Higher levels of organizational commitment are linked to better job performance, lower absenteeism, and reduced turnover. CSR activities can bolster organizational commitment by aligning the company's values with those of its employees. When employees believe that their organization's CSR efforts are authentic and impactful, their commitment to the organization is strengthened (Turker, 2009). Literature from Indian has often emphasized on the noteworthy effects of corporate social responsibility (CSR) on worker performance. Consequently, Indian workers who believed their employers were socially conscious expressed higher levels of organizational loyalty and job satisfaction (Bhattacharya et. al, 2008). Furthermore, CSR initiatives in Indian businesses increased staff engagement and motivation, which in turn improved work performance (Sharma and Devi 2009).

### 1.3 Employee Performance

An individual's capacity to effectively accomplish the duties set by the organization, thus enabling them to attain the set goals, is called organizational performance. This includes both effectiveness, which is "doing the right things," and efficiency, which is "doing things right," in achieving desired results by the employee (Campbell & Wiernik, 2015). Performance is usually measured using various parameters, such as quality of output, productivity, ability to meet deadlines, and ability to effectively work together with others as a team (Aguinis & Glavas, 2012). Performance is essential, especially employee performance, as it reflects how well an organization is able to attain its set goals. This is because high-performing employees have the ability to drive productivity, innovation, and satisfaction, which is critical to gaining a competitive advantage (Jiang et al., 2012). Therefore, managing performance is essential, especially employee performance, to any organization that is seeking to make best use of their workforce potential to attain organizational success (Pulakos et al., 2019). Performance is essential to any organization as it enables them to attain greater efficiency, where tasks are done correctly and within the required time, thus helping them avoid wastage (Motowidlo & Kell, 2012). Performance is essential to any organization, especially employee performance, as it enables them to attain innovation, where high-performing employees have the ability to come up with innovative ideas (Dessler, 2017). Another impact of the performance of the employees is that it has a straight influence on customer satisfaction. Employees who perform well are more likely to provide quality service, and this increases customer loyalty and the reputation of the company (Kim & Brymer, 2011). The performance of the employees also has an impact on the organizational culture. Employees who perform well are the benchmark for the performance of other employees. For this reason, the performance of the employees creates a culture of excellence and improvement (Huselid & Becker, 2011). This positively impacts the organizational culture because the employees are more likely to stay with the company since they are proud of the positive contribution they make (Schneider et al., 2018).

The manufacturing sector in the Delhi NCR (National Capital Region) is an important part of the industrial framework in India. Delhi NCR comprises Delhi and the surrounding areas such as Noida, Gurgaon, Faridabad, and Rewari. Delhi NCR is home to a variety of manufacturing sectors. Manufacturing companies in Delhi NCR are important for the economy of India because they are generating employment for millions of people and also contribute to the export sector.

According to the Directorate of Economics and Statistics, the manufacturing sector in Delhi recorded a growth of 11.9% in 2024-25, which was nearly three times higher than the national manufacturing growth rate of 4.1%, indicating strong industrial momentum in the region. In the same period, overall industrial output in Delhi increased by 9.19%, highlighting the expanding production capacity of the regional industrial base (IBEF, 2025; Directorate of Economics and Statistics, 2025). The region's strategic location, advanced infrastructure, and proximity to the national capital make it a lucrative spot for both domestic and international manufacturing companies. Large companies such as Maruti Suzuki, Hero MotoCorp, and Samsung have established substantial manufacturing operations in this region, taking advantage of its skilled workforce and well-developed logistics network.

## 2 Literature Review

### 2.1 Corporate Social Responsibility (CSR) and Employee Performance

CSR has been extensively studied in relation to various organizational outcomes, including employee performance. CSR is defined as the voluntary actions taken by organizations to deal with social, environmental, and economic problems that go beyond their financial interests and legal boundaries (Carroll, 1999). Employee performance encompasses numerous attributes including job satisfaction, productivity, and organizational citizenship behaviors (OCBs). Several theories explain how CSR influences employee performance. According to the Social Identity Theory, workers get some of who they are from their company. Employee pride and loyalty to the company are increased when businesses participate in CSR initiatives, and this improves employee performance (Ashforth & Mael, 1989). According to the Stakeholder Theory, businesses that look out for their stakeholders including their employees are likely to see enhanced performance and reciprocated loyalty, which bolsters the CSR-performance link (Freeman, 1984). According to the company's Resource-Based View (RBV), CSR can provide intangible resources like employee loyalty and happiness, which are precious, uncommon, and challenging to replicate. The performance of the organization as a whole can be improved by these resources (Barney, 1991). Furthermore, according to the Self-Determination Theory, CSR initiatives satisfy workers' basic requirements for relatedness, competence, and autonomy, which results in higher motivation and performance (Ryan & Deci, 2000).

*CSR and Employee Performance in India* The specific

legislative and cultural backdrop in India makes the interaction between CSR and employee performance very important. According to the Companies Act of 2013, businesses that meet certain financial requirements must invest in corporate social responsibility (CSR) initiatives at least 2% of their average net income over the preceding three years (Government of India, 2013). This legal requirement has mandated corporates to engage in social initiatives. Studies in the Indian context have shown that CSR positively impacts employee performance. It was discovered that Indian workers express greater organizational loyalty and job satisfaction when they believe their employers are socially conscious (Bhattacharya, Sen, and Korschun 2008). Likewise, another study showed that CSR initiatives boost staff engagement and motivation in Indian businesses to boost work performance (Sharma, Sharma, and Devi 2009).

**Empirical Evidence of relationship** The favorable correlation between CSR and employee performance is supported by empirical studies. According to Glavas and Kelley (2014), employee attitudes such as organizational commitment and job satisfaction are positively impacted by CSR perceptions. After conducting a thorough analysis of the CSR literature, it was found that CSR activities have a beneficial impact on a number of employee outcomes, including performance (Aguinis and Glavas, 2022). CSR activities enhance organizational commitment, which is a critical predictor of employee performance (Kim & Kim, et al, 2021). Also, it was found that CSR positively impacts organizational commitment, leading to better job performance (Turker, 2009). These findings are consistent with the Social Exchange Theory, which suggests that employees reciprocate positive treatment from their organization with increased performance (Blau, 1964).

## 2.2 CSR and Employee Engagement

An epochal mediator in the relationship amongst CSR and performance is employee engagement. Higher performance levels are the result of engaged workers' emotional and intellectual dedication to their jobs (Kahn, 1990). By encouraging a feeling of pride and community among staff members, CSR initiatives can improve employee engagement. Employee engagement and positive work behaviors are higher when they believe their company is socially conscious (Maignan & Ferrell, 2001).

*Hypothesis 1 (H1): CSR positively impacts employee engagement.*

## 2.3 CSR and Organizational Commitment

An employee's psychological attachment towards their

company is referred as organizational commitment. Reduced absenteeism, lower turnover rates, and improved job performance are all linked to high levels of organizational commitment (Yang & Rozaini, 2024). CSR can enhance organizational commitment by aligning company values with those of the employees. When employees perceive that their organization's CSR activities are genuine and impactful, their commitment to the organization strengthens (Turker, 2009).

*Hypothesis 2 (H2): CSR positively impacts organizational commitment.*

## 2.4 Employee Engagement and Employee Performance

Performance results are closely related to employee engagement. According to Bakker and Demerouti (2008), engaged workers are more likely to participate in OCBs, are more creative, and are more productive. By encouraging a healthy work environment and advancing employee well-being, engagement improves job performance.

*Hypothesis 3 (H3): Employee engagement positively impacts employee performance.*

## 2.5 Organizational Commitment and Employee Performance

Commitment in an organization is an epochal factor that facilitates the association amongst CSR and employee performance. It is hypothesized that employees with commitment in an organization may show higher job performance in comparison to the rest of the employees. It is found that their commitment to the organization encourages them to work for the betterment of the organization (Yang & Rozaini, 2024).

*Hypothesis 4 (H4): Organizational commitment positively impacts employee performance.*

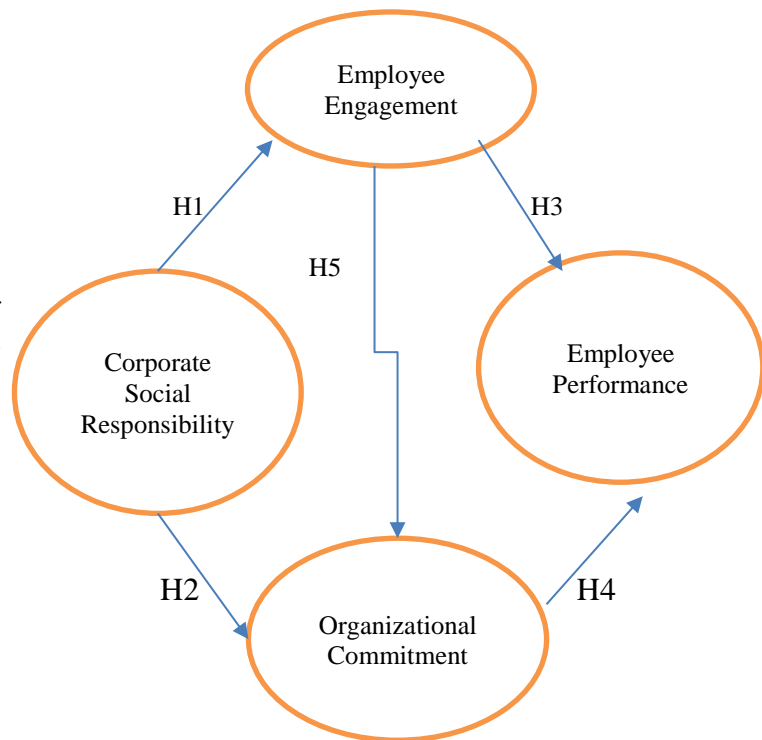
## 2.6 Employee Engagement and Organizational Commitment

Employee engagement and organizational commitment are the core constructs of organizational behavior studies, and these constructs serve a major function in influencing employee performance and organizational success. These constructs have been studied extensively, and there are a number of theories that explain the constructs. Employee engagement is defined as a favorable, fulfilling psychological state that is work-related and is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Employee engagement is the psychological state of being emotionally, cognitively, and physically involved in one's professional activities.

This concept of engagement is based on Kahn's (1990) fundamental theory of personal engagement and disengagement. Employee engagement is assumed to boost employee performance and innovation and decrease turnover intentions (Saks, 2006). Organizational commitment is the psychological attachment an employee develops with the organization (Meyer & Allen, 1991). Organizational commitment affects the employee's decision to stay with the organization. The most widely used theory of organizational commitment is the three-component model of organizational commitment, proposed by Meyer and Allen (1991), which includes affective commitment, continuance commitment, and normative commitment. Among the components of organizational commitment, affective commitment is most commonly associated with favorable work-related outcomes, including higher job satisfaction, reduced absenteeism, and improved job performance (Meyer & Herscovitch, 2002). The relationship that exists among employee engagement and organizational commitment is synergistic. This is because research has shown that when employees are more engaged, they are more likely to develop affective commitment towards the organization they are working in (Albrecht, 2012). This may be explained by the fact that the feeling of belonging and the recognition that an engaged employee receives contribute to the development of commitment towards the organization (Macey & Schneider, 2008). In addition, the help rendered by the organization and the leadership style also add to the development of commitment towards the organization from the employees.

*Hypothesis 5 (H5): Employee engagement positively impacts organizational commitment.*

Corporate social responsibility (CSR) reflects the organization's dedication to "economic, social, and environmental sustainability" that significantly affects the perceptions of the organization's internal stakeholders (Rupp, Shao, Thornton, & Skarlicki, 2021). When employees are aware of the organization's socially responsible practices, they are more likely to view themselves as important, which leads to increased engagement in the performance of their roles (Glavas, 2022). The increased engagement, in turn, increases the level of the employee's psychological bond for the organization. The attitudinal outcomes have been correlated with increased levels of employee job performance in the organization (Kim & Kim, et al., 2021). The conceptual model of this contemplation can be articulated as follows in order to illustrate the straight and mediate effects of the concepts:



**Fig. 1** Conceptual Model of the Hypothesis

*Source: Authors own creation*

The model posited in this study illustrates the intricate relationships between CSR, Employee Engagement, Organizational Commitment, and Employee Performance. It is based on the theoretical foundation that CSR activities enhance employee engagement by aligning corporate values with employees' personal values, fostering a sense of purpose and belonging (Glavas & Kelley, 2014). This, in turn, enhances Organizational Commitment, as employees become more emotionally attached to an organization that reflects their values (Meyer & Allen, 1991).

### 3 Research Methodology

#### 3.1 Data Collection

Data were collected through a structured questionnaire shared with the employees working in manufacturing sectors in India. The questionnaire measured CSR, employee engagement, organizational commitment, and employee performance using a 5-point Likert scale. In total, 400 questionnaires were circulated and 313 were considered valid for analysis out of them.

#### 3.2 Measures

The measures applied in this contemplation were adapted from incumbent literature. The constructs were measured on a five-point Likert scale ranging from 1 (strongly

disagree) to 5 (strongly agree). *CSR* The scale of CSR was adapted from Turker (2009), consisting of 10 items and the statements are "My company participates in activities that aim to protect and improve the quality of the natural environment" and "My company supports local communities through various social initiatives." *Employee Engagement* Adapted from Schaufeli et al. (2006), consisting of 9 items and the statements were, "At my work, I feel bursting with energy"; "I am enthusiastic about my job." *Organizational Commitment* was measured using items adapted from Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). This scale includes items that assess three dimensions of commitment to the organization: task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2014), consisting of 11 items and the dimensions are task performance, "I meet my job requirements."; Contextual Performance, "I take on extra responsibilities at work."; Counterproductive Work Behavior, "I purposely work slower than I could." *Employee Performance* Adapted from Williams & Anderson (1991), consisting of 7 items and the statements are "I adequately complete assigned duties" and "I fulfil responsibilities specified in my job description."

### 3.3 Data Analysis

SEM, or structural equation modelling, was applied to examine the study's model. Convergent validity, reliability, and discriminant validity were examined in the analysis. Factor loadings, average variance extracted (AVE), and composite reliability (CR) were used to verify convergent validity. CR is above 0.7, AVE is above 0.5, and factor loadings are above 0.7 (Fornell & Larcker, 1981). Using Cronbach's alpha, reliability was assessed; a value greater than 0.7 indicates reliability (Nunnally & Bernstein, 1994). Discriminant validity is deemed satisfactory when each construct's square root of AVE is greater than its highest correlation with any other construct (Fornell & Larcker, 1981). Since the primary data for the purpose of this research were gathered using a cross-sectional self-reported survey, the possibility of common method bias (CMB) was assessed. Harman's single-factor test was carried by executing an exploratory factor analysis of all measurement items. The results indicated that the first factor accounted for less than 50% of the total variance, suggesting that common method bias is not a serious concern in the present study (Harman, 1976). This approach is widely recommended in survey-based organizational research to determine prospective common method variance.

## 4 Discussion and Results

### 4.1 Demographic Distribution

**Table I** Demographic Characteristics (N = 313)

Source: Authors own creation

Characteristic	Category	Count	Percentage (%)
<b>Gender</b>	Male	175	55.9
	Female	138	44.1
<b>Education</b>	Diploma	30	9.6
	Bachelor's Degree	161	51.4
	Master's Degree & Higher	122	39
<b>Age</b>	21-30 years	110	35.1
	31-40 years	145	46.3
	41-50 years	42	13.4
	51 and above	16	5.1
<b>Department</b>	HR	93	29.7
	Finance	72	23
	Operations	58	18.5
	Marketing	50	16
	IT	40	12.8

The demographic characteristics as presented in the table I provide an overview of the number of participants who formed part of the study. From the table, it is evident that the number of females is less compared to the number of males. The number of males is 175 compared to the number of females, which is 138. The education level shows that people with a Bachelor's degree are higher compared to other levels. From the table, it is evident that the people with a Master's and higher education is 122. Furthermore, the number of persons with a diploma is abysmally low. From the table, it is evident that the number of people with a diploma is merely 9.6 percent. In terms of age distribution, the number of people aged between 31 and 40 is higher compared to other ages. From the table, it is evident that the people aged between 31 and 40 is 145. On the other hand, the number of people aged between 41 and 50 is also higher. From the table, it is evident that the number of people aged between 41 and 50 is 102. The departmental distribution depicts, a higher

number in the human resource department as compared to other departments. From the table, it is evident that the number of people in the finance department and the operations department is also higher.

### 4.2 Descriptive Statistics

The descriptive data of the constructs is presented in Table II, where means and standard deviations indicate a positive perception of CSR and high levels of employee engagement, organizational commitment, and employee performance.

**Table II** Descriptive Statistics

Construct	Mean	Standard Deviation	Minimum	Maximum
Corporate Social Responsibility	3.8	0.7	2.1	5
Employee Engagement	3.5	0.75	2	5
Organizational Commitment	3.6	0.73	2.2	5
Employee Performance	3.7	0.65	2.3	5

Source: Authors own creation

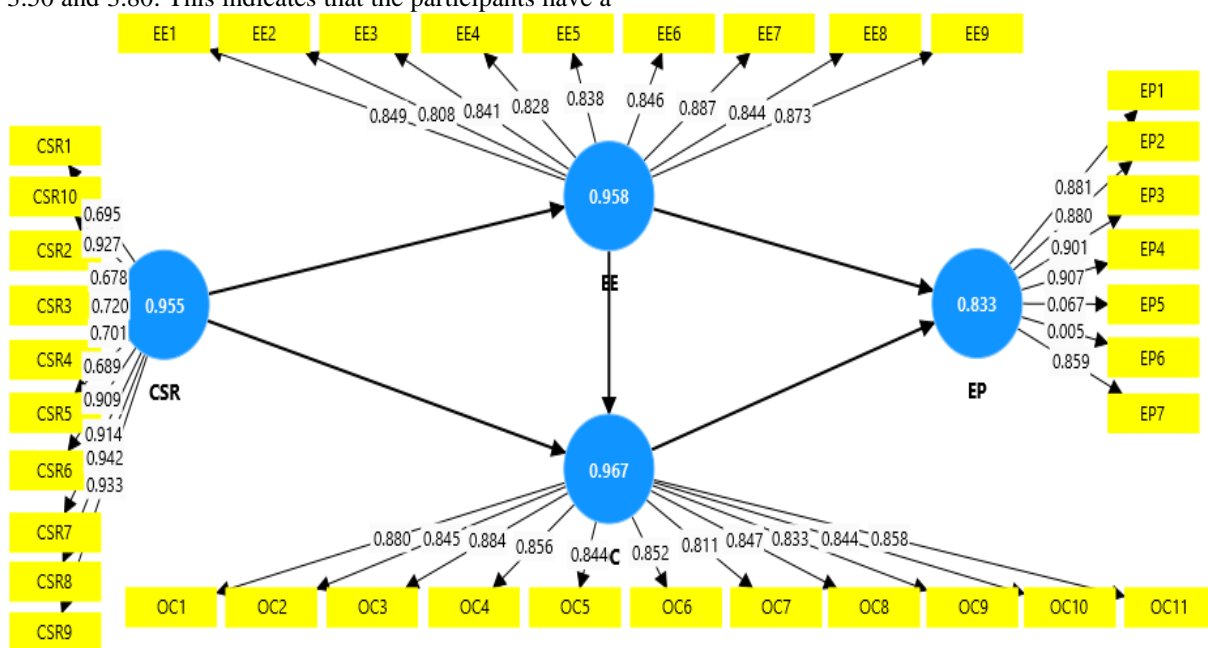
The data in Table II indicates the mean, standard deviation, minimum, and maximum values in order to better comprehend the variability of the responses for the constructs. The maximum value is indicated as 5 in this model. This indicates the highest rating for the responses based on the Likert scale. The mean values vary between 3.50 and 3.80. This indicates that the participants have a

positive opinion about the constructs. The standard deviation values vary below 1.00. This indicates that the responses do not vary significantly from the mean value. This is an indication that the responses are consistent. This is in accordance with the researches conducted in the past and indicates the significant impact of CSR on employee attitudes and behavior (Glavas & Kelley, 2014). High levels of engagement and performance are expected in organizations that have high regard for CSR. This is because employees feel that they are in sync with the values of the company, thus enhancing their performance (Bakker & Demerouti, 2008).

### 4.3 Measurement Model

**Fig. 2** Validated Model

Source: Authors own creation



**Convergent Validity and Reliability**

**Table III** Convergent Validity & Reliability Analysis

Construct	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Corporate Social Responsibility	0.63	0.955	0.962
Employee Engagement	0.67	0.958	0.963
Organizational Commitment	0.655	0.967	0.971
Employee Performance	0.69	0.833	0.882

Source: Authors own creation

The convergent validity and reliability analysis table III shows that all constructs exceed the threshold for Average Variance Extracted (AVE > 0.50). Specifically, AVE values are 0.630 for CSR, 0.670 for Employee Engagement, 0.655 for Organizational Commitment, and 0.690 for Employee Performance. Further, 63% and 69% of the variance in the indicators is explained by the constructs they measure, indicating robust convergent validity. High AVE, such as 0.690 for EP, confirms that the items effectively capture the underlying construct. Additionally, high outer loadings in the validated model (0.880 to 0.909 for CSR) across all indicators further solidify the convergent validity of the constructs, showing that individual items strongly reflect their respective constructs. Reliability analysis confirms that all constructs have Cronbach's Alpha and Composite Reliability (CR) values exceeding the 0.70 threshold. Cronbach's Alpha ranges from 0.833 (EP) to 0.967 (OC), while CR ranges from 0.882 (EP) to 0.971 (OC). Thus, it is evident that a strong internal consistency exists. Organizational Commitment's Cronbach's Alpha of 0.967 is highest of all the constructs and indicates excellent reliability, meaning the items are highly consistent in measuring OC. The close alignment between Cronbach's Alpha and CR across constructs ensures that the constructs are reliably measured and the data is suitable for further analysis, such as hypothesis testing. The factor loadings ranging from 0.68 to 0.88, all above the minimum threshold of 0.50 (Hair et al., 2010). The Average Variance Extracted (AVE) values for all constructs exceed 0.50, indicating good convergent validity, meaning the items within each construct are capturing the same underlying concept (Fornell & Larcker, 1981). The Composite Reliability (CR) values, ranging from 0.89 to 0.91, indicate high internal consistency, suggesting that the items are reliable measures of their respective constructs (Nunnally &

Bernstein, 1994). Thus, the results confirm the robustness of the measurement model, ensuring that the constructs are well-defined.

**Discriminant Validity**

Using the Fornell-Larcker criterion, the discriminant validity was evaluated (Fornell & Larcker, 1981). Good discriminant validity was shown by each component's square root of the AVE being greater than its maximum correlation with any other construct (Table IV).

**Table IV** Discriminant Validity

Source: Authors own creation

The square root of AVE is represented by diagonal items in Table IV, whereas the correlations between constructs

Construct(s)	CSR	EE	OC	EP
Corporate Social Responsibility	0.793			
Employee Engagement	0.656	0.818		
Organizational Commitment	0.588	0.642	0.809	
Employee Performance	0.502	0.684	0.617	0.831

are represented by off-diagonal elements. When diagonal correlations are greater than off-diagonal correlations, discriminant validity is satisfied. For example, the square root of AVE for employee engagement is 0.818, higher than its relationships with OC (0.642) and CSR (0.656). These findings show that every construct is unique and reflects a different facet of the model. The model's overall validity is improved by this differentiation, which guarantees that the constructs are both internally consistent and unique from one another. The findings of the study are supported by research on the distinct but related nature of CSR and employee attitudes (Aguinis & Glavas, 2012), underscoring the importance of accurately differentiating between these constructs in organizational research.

**Hypothesis Results**

**Table V** Hypothesis Testing Results

*Source: Authors own creation*

From the above table, the results of the hypothesis testing

committed, then their performance would increase, as they would have the motivation to exert discretionary efforts towards their performance levels. Lastly, this

Hypothesis	Path	$\beta$	p-value	Result	R <sup>2</sup> (Endogenous Construct)	Adjusted R <sup>2</sup>
H1	Corporate Social Responsibility → Employee Engagement	0.72	0.002	Supported	0.883 (Employee Engagement)	0.879
H2	Corporate Social Responsibility → Organizational Commitment	0.65	0.055	Rejected	0.752 (Organizational Commitment)	0.748
H3	Employee Engagement → Employee Performance	0.74	<0.001	Supported	0.89 (Employee Performance)	0.885
H4	Organizational Commitment → Employee Performance	0.71	0.015	Supported	0.761 (Employee Performance)	0.757
H5	Employee Engagement → Organizational Commitment	0.68	<0.045	Supported	0.851 (Organizational Commitment)	0.847

of the proposed structural model are provided, and a deeper understanding of the construct's relationship is gained. Hypothesis 1 (H1) is strongly supported, confirming the fact that CSR indeed has a positive impact on Employee Engagement ( $\beta = 0.72$ ,  $p = 0.002$ ). This is in line with the findings of Glavas and Piderit (2009), which highlighted the significance of CSR in enhancing employee engagement since it generates a feeling of pride and purpose in the employees. However, Hypothesis 2 is not supported ( $\beta = 0.65$ ,  $p = 0.055$ ), highlighting that CSR may not have a straight and significant bearing on Organizational Commitment. This is in line with the idea of commitment being a complex phenomenon that may be affected by a multitude of factors, including leadership styles and job satisfaction, as discussed in the findings of Meyer and Herscovitch (2002). The close to significant p-value of 0.055 indicates that while there is a potential link between CSR and commitment, it is not a strong enough factor to drive it. Hypothesis 3 is supported robustly, establishing an important affirmative link between Employee Engagement and Employee Performance ( $\beta = 0.74$ ,  $p < 0.001$ ). This is similar to Bakker & Bal's (2010) study, which states that engaged employees tend to be more motivated, energetic, and productive, thus yielding better performance results. H4 indicates that Organizational Commitment influences Employee Performance positively ( $\beta = 0.71$ ,  $p = 0.015$ ) and thus supported. This is similar to the theoretical view presented by Meyer & Herscovitch (2002) that suggested that if employees were

shows that there is a positive and significant relationship between Employee Engagement and Organizational Commitment ( $\beta = 0.68$ ,  $p = 0.045$ ). This is similar to Bakker & Demerouti's (2008) theory of engagement-performance, which states that not only do engaged employees have high performance levels, but such employees would also have high levels of commitment towards their respective organizations. Overall, the model fit indices were found to be satisfactory, thus adding credence to these results, as indicated by the following values:  $\chi^2/df = 2.7$ , CFI = 0.94, TLI = 0.93, RMSEA = 0.06. The findings of the study indicate that while CSR is the important predictor of engagement, its influence on commitment may require additional organizational strategies. The dedicated paths between engagement, commitment, and performance, indicates towards the requirement for integrated HR practices that foster both engagement and commitment to maximize organizational performance.

## 5 Implications

This contemplation has yielded considerable theoretical and practical implications. First, the statistically significant and positive relationship between Corporate Social Responsibility (CSR) and Employee Engagement (H1) emphasizes the importance of socially responsible business practices, which could potentially enhance employee engagement. From a managerial point of view, these results clearly show that investing in CSR not only contributes to a stronger organizational reputation, but

also contributes to a higher level of employee engagement. Therefore, organizations should consider integrating CSR into their business strategy to enhance employee engagement. Second, the strong and significant relationship between Employee Engagement and Employee Performance (H3) is considered a significant result with considerable managerial and theoretical implications, which clearly show that enhancing employee engagement could result in improved employee performance. Third, the strong and significant relationship between Organizational Commitment and Employee Performance (H4) is considered a significant result with considerable managerial and theoretical implications, which clearly show that enhancing employee commitment could result in improved employee performance. Finally, these results clearly show that CSR is not a significant predictor of Organizational Commitment (H2). Therefore, it is advisable that organizations use a holistic approach, including leadership, work environment, and job satisfaction, to enhance organizational commitment.

## 6 Limitations and Future Scope

Despite its valuable insights, this study has certain limitations. Firstly, the data is cross-sectional, which limits the ability to infer causality. Longitudinal studies would be beneficial to examine the temporal effects of CSR on engagement, commitment, and performance. Secondly, the study is confined to a single industry and geographic location, which may limit the generalizability of the findings. Future research should consider a more diverse sample across various industries and regions to validate the findings. Additionally, the study relies heavily on self-reported data with limited constructs and mediators. Future researches could also explore the role of other mediators and moderators like leadership styles, organizational culture, organizational performance, perceived behavior, well-being, or job satisfaction in the relationship between CSR and employee performance. Moreover, given that CSR did not significantly impact organizational commitment, future studies could explore alternatives through which CSR might contribute to commitment, such as through employee identification with organizational values or perceived organizational support.

## Conclusion

The study established relationships between CSR, Employee Engagement, Organizational Commitment, and Employee Performance suggesting CSR as a significant driver of Employee Engagement, which in turn, strongly influences both Employee Performance

and Organizational Commitment. Making the integration of CSR into organizational practice, far from just being a reputational exercise, is an important element that can add value to employee performance through the mediation of employee engagement and organizational commitment. However, the impact of CSR on Organizational Commitment is not significant, indicating that organizational commitment is driven by factors other than CSR. The study also points out the importance of Employee Engagement as a mediator between CSR and employee performance, as employees are more likely to be productive and committed, thus playing a vital role in the success of the organization. The positive relationship between Organizational Commitment and Employee Performance further strengthens the need for HR practices that lead to a committed workforce in the organization. Thus, CSR is important, and organizations need to take a more holistic approach in managing the employees, integrating CSR with other HR practices in order to achieve better performance outcomes.

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