

Szopiński, Tomasz; Bachnik, Katarzyna; Gorbaniuk, Oleg; Samardakiewicz-Kirol, Emilia

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Organizational Involvement in CSR Activities in the Context of Leaders' Prosociality

Tomasz Szopiński¹, Katarzyna Bachnik², Oleg Gorbaniuk³, and Emilia Samardakiewicz-Kirol⁴

ABSTRACT

This study investigates the influence of leaders' prosociality and attitudes toward corporate social responsibility (CSR) on organizational involvement in CSR activities, as well as the impact of CSR involvement on leaders' job satisfaction and organizational commitment. Despite extensive research on CSR's effect on employees' attitudes, the specific role of leaders' prosocial dispositions has been largely overlooked. Addressing this gap, the study focuses on leaders, recognizing their pivotal role in guiding organizational culture and CSR practices. Using a quantitative approach, data were collected from 132 managers across various companies through a structured survey comprising 25 items that measure prosociality, general CSR attitude, organizational CSR involvement, job satisfaction, and organizational commitment. The results indicate that leaders' positive attitudes towards CSR and prosocial behaviors significantly enhance organizational involvement in CSR activities. Moreover, organizational CSR involvement positively influences leaders' job satisfaction and commitment, mediated by their prosocial disposition. These findings underscore the importance of fostering prosocial values and a supportive CSR culture within organizations to strengthen leaders' engagement and attachment. The study recommends that organizations actively promote a prosocial culture and authentic CSR efforts to retain committed leaders, thereby enhancing the broader organizational commitment and morale. Further research should consider larger and more diverse samples to generalize these findings and explore additional internal factors influencing CSR outcomes.

KEY WORDS: corporate social responsibility, prosociality, job satisfaction, leadership, organizational commitment.

JEL Classification: D22, D23, M14.

¹Vizja University, Business Department

²Hult International Business School

³Institute of Psychology, Maria Curie-Skłodowska University, Kazimierz Pułaski University

⁴Medical University of Lublin, Department of Medical Education and Simulation

1. Introduction

Leaders must possess the competence to manage and implement CSR effectively (Osagie et al., 2016). However, most scholarship on CSR focuses not on its procedures, plans, and processes but mainly on the results of CSR activities, the role of external stakeholders, and how organizations attain external goals. This defines CSR activities as required by external drivers rather than as an intrinsic value of the institution (Chen & Hung-Baesecke, 2014; Yasir et

al., 2021). Limited research on internal stakeholders explores the psychological processes linking CSR perception to various attitudes and behaviors, primarily from employees' perspectives rather than managers or leaders. Therefore, it is necessary to explore internal factors affecting CSR, including leaders' views on implementing CSR strategies.

The present study examines the effects of leaders' prosociality and their general attitude towards CSR on organizational involvement in CSR activities. It also investigates how leaders' attitudes towards CSR

Correspondence concerning this article should be addressed to:

Katarzyna Bachnik, Hult International Business School

1 Education St, Cambridge, MA 02141, USA.

E-mail: katarzynabachnik@gmail.com

influence their job satisfaction and organizational commitment, defined as an employee's sense of belonging and psychological attachment to the organization. We used the partial least square structural equation modeling (PLS-SEM) technique to test the relationships between the analyzed variables.

The article is structured as follows: We begin by reviewing the literature on CSR and prosociality, providing the background for the six proposed hypotheses. Next, we present the research method and sample. This is followed by a discussion of the findings and their vital implications for theory and practice. The paper concludes with a summary.

2. Literature Review

2.1. Corporate Social Responsibility and Values

The definition of corporate social responsibility (CSR) encompasses the full range of economic, legal, ethical, and discretionary obligations a business has to society (Carroll, 1979). Aguinis (2011) uses a broader concept of organizational responsibility, which pertains to any type of organization and is defined as the policy and activities of the organization that consider the expectations of shareholders and its community in economic, social, and environmental dimensions. Including CSR practices in company strategies may yield financial benefits greater than the costs, leading to significant improvements in long-term business performance (Costa-Climent & Martínez-Climent, 2018). Research conducted in Greece showed that managers believed CSR activities offered numerous benefits, such as competitive advantage and increased company goodwill (Leonidas et al., 2012).

Determinants of a company's perceived involvement in CSR activities can be related to the organization, employees, and executives or managers. Existing literature discusses either organizational determinants (Edmans, 2011; Liu et al., 2023; Rondinelli & Berry, 2000; Turker, 2009; Tuzzolino & Armandi, 1981; Valentine & Fleischman, 2008; Weber, 2008) or the predispositions, values, and social attitudes of employees (Abdullah et al., 2013; Alfaro-Barrantes, 2012; Lee et al., 2013; Puncheva-Michelotti et al., 2018; Rupp et al., 2006). This study focuses mainly on executive-related determinants, such as

leaders' trait prosociality and their general attitude towards CSR, which is reflected in the following hypothesis:

Individuals and groups differ significantly in the importance they attribute to values. Conflicts and ethical dilemmas arise when their value systems collide. In the organizational context, leaders and managers define the core values of the organization, creating organizational culture. Designing instruments to strengthen shared values is imperative. The values that ground an organization are always present and manifest in various types of artifacts, such as expected behaviors from employees and the processes or structures that form their identity (Schein, 2004). Managers' beliefs about CSR, namely the belief that it is "the right thing to do," combined with their positive attitude towards CSR involvement displayed via organizational culture, can be seen as aspiration or favorable expectation and consequently upheld by employees. Consistent evidence shows how vital the role of leaders is in guiding organizations in the desired direction through ethical decision-making, transparent communication, and designing an organizational culture that supports CSR ideals (Hunt et al., 1989; Smircich, 1983; Suar & Khunia, 2010). Corporate social innovations reflect two beliefs: that innovation is highly valued as a core competence of organizations, and that growing social expectations for businesses to be actively involved in implementing sustainable development take a tangible form that requires organizational input and serves a greater good (Bachnik & Szumniak-Samolej, 2020).

2.2. Prosociality

Leaders' prosociality and their general attitude towards CSR are rooted in the values they uphold and believe in. Values, understood as a certain code or standard of behavior, persist through time and serve to organize a system of action that translates into how individuals behave, what they perceive, what they focus on, and the decisions they make (Kluckhohn, 1951). Individuals who hold these persistent beliefs perceive certain solutions and initiatives as preferred or desirable (Thome, 2015). As a result, values guide what individuals strive for and what motivates them.

Prosociality is expressed as a stable tendency to share, donate, empathize with, care for, comfort,

and help others (Caprara et al., 2010). Scholars have been exploring the implications of prosociality in organizations for almost thirty years. However, they have taken a holistic approach without singling out leaders' perspectives. This research focuses on individual differences and assumes that an individual leader's disposition supports CSR efforts. While some individual prosocial behaviors may reflect a stable tendency towards prosocial values, other-orientation, and concern for others, other prosocial behaviors may reflect a state triggered by the situation or a temporary desire to benefit specific groups of people (Bolino & Grant, 2016). In line with these ideas, we propose the following hypothesis to capture the link between leaders' prosocial tendencies and their attitude toward CSR:

H1: Prosociality (PRO) is positively correlated with leaders' general attitude towards CSR (GAC): the more prosocial a leader is, the stronger their conviction that companies should behave in a socially responsible manner and undertake CSR activities.

There is a lack of clear evidence linking leaders' trait prosociality to their attitude towards CSR and how they perceive organizational involvement in CSR activities. Leaders' moral values influence decisions made by the organization and the depth of organizational involvement in CSR activities. Leaders' altruism can create conflicts of interest in environments where ownership and management are separate (George et al., 2020). We treat CSR as a form of prosocial activity undertaken by individuals and/or groups. This perspective leads to the hypothesis that leaders' attitudes toward CSR can drive organizational CSR engagement:

H2: Organizational involvement in CSR activities (OIC) depends on leaders' general attitude towards CSR: the more positive leaders' general attitude towards CSR, the more CSR activities the company undertakes.

2.3. Leaders' Organizational Commitment and Job Satisfaction

Organizational commitment (OC) refers to an employee's sense of belonging and psychological attachment to the organization (Allen & Meyer, 1990; O'Reilly & Chatman, 1986). It "involves an active relationship with the organization such

that individuals are willing to give something of themselves to contribute to the organization's well-being" (Mowday et al., 1979, p. 226). Meyer and Allen (1991) distinguished three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. These dimensions impact employees' likelihood of voluntarily leaving or staying in the organization, which also translates into their level of job satisfaction. Affective commitment is an employee's emotional attachment to the organization, involvement in its activities, and identification with it; employees stay in their job because they want to. In continuance commitment, employees continue working in the organization because the cost of leaving would be higher than staying; they remain part of the organization because they need to. In normative commitment, employees continue to work in the organization due to an internalized normative pressure obliging them to stay. Given this understanding of organizational commitment, we propose the following hypothesis:

H3: Organizational involvement in CSR activities enhances leaders' affective organizational commitment (OC).

Of the three types of organizational commitment, affective commitment is the most important from the perspective of CSR research (Turker, 2009). Affective commitment results from the individual's personal commitment and emotional needs. Unlike normative commitment (e.g., family pressure or internalized pressure to behave in a manner befitting the individual) and continuance commitment (e.g., the necessity to move for a better job), affectively committed individuals may think they will not find a better job and, therefore, decide not to leave their current workplace. As soon as an opportunity arises to achieve their goals elsewhere, they will quit. Affective commitment derives from the person's inner conviction, which means this type of commitment can be shaped by building loyalty. This understanding leads us to consider the following hypothesis about CSR involvement and job satisfaction:

H4: Organizational involvement in CSR activities enhances leaders' job satisfaction (SAT).

The results of numerous studies have shown

that organizational involvement in CSR activities is significantly related to affective organizational commitment (Asrar-ul-Haq et al., 2017; Brammer et al., 2007; Collier & Esteban, 2007; George et al., 2020; Mory et al., 2016; Valentine & Fleischman, 2008). Interesting results regarding this relationship were reported by Thang and Fassin (2017). Based on research conducted in Vietnamese enterprises, they identified three categories that significantly impact organizational commitment. The first category is labor relations, manifested in the pleasure of being with co-workers, flexibility in arranging work schedules, well-being after leaving the workplace, co-workers' willingness to help, the ease of asking the supervisor for consultation, and equal treatment of employees. The second category is health and safety. The health subcategory includes factors such as health insurance or the provision of good health care by the employer, while safety involves protecting employees from injuries caused by work-related accidents. The third category is training and education. Factors in this group include job training for employees, orientation training, or financial support for employees' professional development. Kim et al. (2021) found that of the four dimensions of CSR in which the organization affects the community (distinguished by Carroll, 1991), namely (1) economic (relating to the job creation, acting in the interest of shareholders, discovering new resources, and developing innovative products and services); (2) legal (complying with legal requirements); (3) ethical (ensuring ethical standards are met in achieving organizational goals and avoiding negative social impact); and (4) philanthropic (relating to the involvement in volunteering and charitable programs and participation in initiatives designed to benefit the local community). Only the economic and philanthropic dimensions had a direct impact on affective organizational commitment.

The meaning and influence of CSR activities undertaken by the organization on employees' well-being, motivation, and commitment is well explained by social identity theory (Tajfel & Turner, 1985). According to this theory, individuals derive their identity from their social groups. Membership

in such groups, including the organization, influences individuals' self-esteem. People seek favorable comparisons of their group with others, treating the success of their organization as their personal success. Working in an organization with a positive reputation contributes to their higher self-esteem (Maignan & Ferrell, 2001). Since favorable perceptions of organizational involvement in CSR activities positively influence corporate image and reputation, the perception of one's organization as socially responsible meets the need for self-enhancement and fosters organizational commitment (Brammer et al., 2007; Collier & Esteban, 2007; Peterson, 2004). CSR activities undertaken by companies lead to a better organizational image, which in turn leads to greater employee satisfaction (Barakat et al., 2016). Based on this link between job satisfaction and commitment, we propose:

H5: Leaders' job satisfaction enhances their organizational commitment.

Existing literature calls for more studies on the mediating effects of perceived involvement in CSR activities in the context of organizational outcomes (Glavas & Kelley, 2014). Uncovering clear links between CSR-related procedures, plans, and processes and the tangible results of CSR-related activities would justify the investment and change the positioning of CSR among organizational operations. It can be expected that higher prosociality in employees and leaders will reveal stronger affective organizational commitment when an organization is perceived as more involved in CSR activities, aligning with employees' and leaders' general attitude towards CSR. This greater compatibility of the activities undertaken by the organization with the identity, values, and social attitudes of employees (Ashforth & Mael, 1989; Peterson, 2004) leads us to propose the following hypothesis:

H6: The relationship between organizational involvement in CSR activities and leaders' organizational commitment is mediated by leaders' job satisfaction.

The level of job satisfaction experienced by employees influences the desire to change jobs and recommend the employer to others (Bednarska,

2016), as well as staff turnover levels (Wright & Bonett, 2007). Additionally, employees' satisfaction affects their behavior and motivation to undertake actions beyond formal job requirements for which they are not paid. Such behaviors influence the functioning of the organization, for example, the assistance provided to other members, thus preventing potential organizational problems (González & Garazo, 2006). Interesting research results on the relationship between perceived job security and organizational commitment during the lockdown in the Spanish hotel industry were reported by Filimonau et al. (2020). The hotel industry was hit hard by the lockdown, especially in regions where the earnings of practically the entire community depend on the tourism industry. The level of organizational resilience in the hospitality industry and the extent of CSR practices reinforced managers' perceived job security, which in turn determined their organizational commitment. Additionally, organizational responses to COVID-19 influenced perceived job security and enhanced managers' organizational commitment. It

is difficult to speak of job satisfaction in a situation of job insecurity. Job satisfaction ultimately has a positive relationship with organizational commitment (Gaertner, 1999; Čulibrk et al., 2018; Katsikea et al., 2011; Valaei & Rezaei, 2016); therefore, we formulated the following hypotheses:

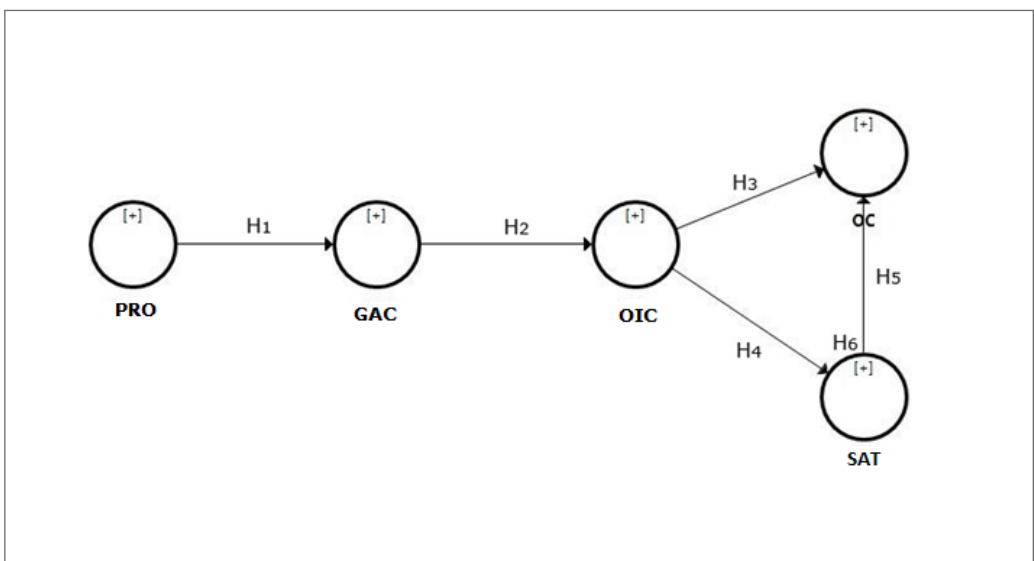
The complete theoretical model illustrating all hypotheses is presented in Figure 1.

3. Method

3.1. Sample and Procedure

The study was conducted in Poland. Based on power ($1 - \beta \geq .90$), error ($\alpha < .05$), and effect size ($r \geq .25$, one-tailed test), we estimated the minimum required sample size at 130 companies. We selected only companies that (1) had between 10 and 249 employees and (2) were involved in CSR initiatives as stated or reported by their CEOs. Thanks to personal contact with potential respondents, the response rate was over 80%. The final study sample comprised 132 managers from different companies, recruited via convenience non-

Figure 1
Conceptual Model



probability sampling. Most of the surveyed companies (79.4%) had fewer than 50 employees, while the remaining 20.6% employed 50 to 249 people; 76.5% operated in the service sector, and 23.5% operated in the production sector. The participants' mean age was 44.7 years ($SD = 12.2$), and 62.9% of them were male.

Participants were recruited by ten interviewers who contacted them at their workplaces. Participation in the study was voluntary. The subjects did not receive any reward for completing the questionnaire and were informed that their anonymity would be ensured. The interviewers explained the purpose of the study and the instructions to each participant in face-to-face interactions, and the respondents had the opportunity to clarify any questions that arose. All measures were administered in a paper-and-pencil format.

3.2. Measure

The study followed a quantitative approach. We designed a survey and divided its 25 items into five sections to measure the variables included in the hypotheses. Each item was rated on a scale from 1 (strongly disagree) to 5 (strongly agree); the rating scale anchors were different only for prosociality items (1 = never to 5 = very often). We used a short 5-item version of the Prosocial Behavior Scale (Caprara et al., 2005) to measure prosociality. Its items referred to behaviors and feelings that represented one of four types of actions, namely: helping, sharing, taking care of other people's needs, and empathizing with other people's feelings. This variable was abbreviated as PRO. To measure managers' general attitude towards CSR, we used a unidimensional 5-item scale by Alfaro-Barrantes (2012). The symbol adopted for this variable was GAC. To measure organizational involvement in CSR activities (abbreviated as OIC), we used the measure proposed by Alfaro-Barrantes (2012). To measure leaders' job satisfaction, we used a scale developed by Zalewska (2003). The symbol for this variable was SAT. A Polish adaptation of Allen and Meyer's (1990) Organizational Commitment Scale was used to measure affective organizational commitment (the employee's emotional attachment to, identification with, and involvement in the organization; Bańka et al., 2002). This variable was abbreviated as OC. Table 1 shows the items measuring each variable.

We applied the partial least square structural equation modeling (PLS-SEM) technique using SmartPLS software to test the relationships between the analyzed variables (Ringle et al., 2015).

4. Results

The reliability of the scales was tested using Cronbach's alpha and composite reliability (CR) coefficients. It is generally recommended for factor loadings to be greater than .71, indicating that more than 50% of the variance in a single indicator can be explained by the corresponding latent variable. The results concerning reliability and validity along with factors loadings for the analyzed items are presented in Table 2. As recommended (Hair et al., 2011), all Cronbach's alpha and composite reliability values are higher than .70. Average variance extracted (AVE) should be equal or higher than .50. It indicates a sufficient degree of convergent validity, meaning that the latent variable explains more than half of its indicators' variance (Hair et al., 2011). The last column contains the variance inflation factor (VIF) values. The lowest possible value for VIF is 1, which indicates the complete absence of collinearity. Typically, there is a small amount of collinearity among the predictors in practice. The value should be lower than 5 (Hair et al., 2011).

The next parameter we assessed was discriminant validity. Table 3 shows cross-loadings for all items. Cross-loadings help answer the following question: Does any indicator correlate more strongly with the other construct than with its own construct (Kock, 2015)? All factor-loadings are greater than their cross-loadings. Table 4 shows the results of discriminant validity assessed using the Heterotrait-Monotrait Method (HTMT). HTMT values close to 1 indicate a lack of discriminant validity (Henseler et al., 2015). The .90 value can be interpreted as the upper boundary of acceptable construct correlations (Franke & Sarstedt, 2019; Ringle et al., 2015).

After assessing discriminant validity, we tested the hypotheses. Leaders' prosociality was positively correlated with their general attitude towards CSR ($\beta = 0.313$, $t = 10.714$, $p < .001$), which means hypothesis H1 was supported. Organizational involvement in CSR activities depended on leaders' general attitude towards CSR ($\beta = 0.441$, $t = 16.147$, $p < .001$), which

Table 1*Scale Items*

Scale/items	Authors
Prosociality (PRO)	
PRO1. I am pleased to help my friends/colleagues in their activities.	
PRO2. I share the things that I have with my friends.	Caprara, Steca, Zelli and Capanna (2005)
PRO3. I try to console those who are sad.	
PRO4. I try to be close to and take care of those who are in need.	
PRO5. I easily share with friends any good opportunity that comes to me.	
General attitude towards CSR (GAC)	
GAC1. Being socially responsible is one of the most important things an organization can do.	
GAC2. Organizations have a social responsibility beyond making profit.	Alfaro-Barrantes (2012)
GAC3. Companies should make regular donations to charity.	
GAC4. I am more likely to feel good about my organization if I know that it supports different social causes.	
GAC5. Organizations should support different social causes by giving money, products, or other types of assistance.	
Organizational involvement in CSR activities (OIC)	
OIC1. My organization seems to invest a great deal of effort in different social initiatives.	
OIC2. My organization seems to invest a great deal of money in different social initiatives.	Alfaro-Barrantes (2012)
OIC3. My organization seems to invest a great deal of time in different social initiatives.	
OIC4. My organization involves many employees in supporting various socially responsible activities.	
Satisfaction (SAT)	
SAT1. My workplace is close to ideal in many respects.	
SAT2. I have excellent working conditions.	
SAT3. I am satisfied with my job.	Zalewska (2003)
SAT4. So far, I have been able to achieve what I wanted in my workplace.	
SAT5. If I were to choose again, I would choose the same workplace.	
Organizational commitment (OC)	
OC1. I enjoy discussing my organization with people outside it.	
OC2. This organization has a great deal of personal meaning for me.	
OC3. I would be very happy to spend the rest of my career with this organization.	Bańka, Wołoska, and Brzezińska (2002)
OC4. I owe a lot to my company.	
OC5. I feel like 'part of the family' at my organization.	
OC6. I really feel as if this organization's problems are my own.	

indicates that hypothesis H2 was supported as well. Furthermore, organizational involvement in CSR activities had a positive effect on leaders' organizational commitment ($\beta = 0.091$, $t = 4.649$, $p < .001$) and job satisfaction ($\beta = 0.403$, $t = 16.821$, $p < .001$), supporting H3 and H4. Leaders' job satisfaction had a positive effect on their organizational commitment ($\beta = 0.774$, $t = 50.529$, $p < .001$). Thus, hypothesis H5 was also confirmed. Finally, the mediation analysis (testing H6) revealed that leaders' job satisfaction was a mediator between organizational involvement in CSR activities and leaders' organizational commitment ($\beta = 0.312$, $t = 15.747$, $p < .001$).

5. Discussion

The purpose of this study was to examine the effects of leaders' prosociality and their general attitude towards CSR on organizational involvement in CSR activities while simultaneously examining how these micro-organizational attitudes influenced leaders' job satisfaction and their organizational commitment, understood as employees' sense of belonging and psychological attachment to the organization. Previous studies have repeatedly tested the relationships between perceived CSR and organizational commitment (Asrar-ul-Haq et al., 2017; Brammer et al., 2007; Mory et al., 2016; Thang & Fassin, 2017; Valentine & Fleischman, 2008) but have not considered the perspective of leaders, particularly the importance of their prosocial attitudes and job satisfaction to this relationship. Our study addressed this gap and provided evidence that organizational involvement in CSR activities truly depended on leaders' general attitude towards CSR and that organizational involvement in CSR activities enhanced leaders' affective organizational commitment and job satisfaction.

It is essential for the prosocial activities of organizations to stem from the honest intention to improve society rather than from a marketing strategy aimed at attaining specific goals. Research by Kang and Atkinson (2016) showed that recipients who perceived pro-environmental (prosocial) efforts as inspired by the true need to improve society were more likely to engage in activities aimed at reducing the consumption of resources to protect the environment. In contrast, recipients who perceive these

activities as a means of achieving specific organizational goals are less likely to cooperate.

The main theoretical contribution of this study is highlighting the role of micro-organizational variables and leaders' subjective perceptions in the study of corporate social responsibility. Significant relationships between leaders' prosocial disposition, their general attitude towards CSR, organizational involvement in CSR activities, and organizational commitment at the individual and organizational levels support social identity theory (Tajfel & Turner, 1985). In particular, the mediating role of organizational involvement in CSR activities in the relationship between leaders' prosociality and their organizational commitment can be a long-term effect of CSR activities in the organization. This makes the decision on whether to stay in the organization dependent on the degree of congruence between the organization's values and the employee's personality and social attitudes. Prosocial leaders are more willing to join and/or stay in organizations they perceive as socially responsible but are quicker to leave those that are solely profit-oriented. The results of this study confirm that there is a close relationship between how employees and leaders perceive organizational involvement in CSR activities and their affective organizational commitment (Asrar-ul-Haq et al., 2017; George et al., 2020; Mory et al., 2016; Thang & Fassin, 2017; Valentine & Fleischman, 2008).

The current study provides some suggestions for implementation in organizations related to building organizational culture, forming leadership, and designing motivational schemes for employees. Among the analyzed direct relationships, the one between leaders' job satisfaction and their organizational commitment turned out to be the strongest. The weakest relationship was found between organizational involvement in CSR and leaders' organizational commitment. There is no organizational commitment without job satisfaction, as dissatisfied leaders will look for opportunities to change their job for a better one without focusing on organizational issues. In Poland, it is sometimes possible to observe a mentality and practice focused on short-term savings rather than ensuring good working conditions. Management that does

Table 2*Item Loadings, Reliability, and Validity*

Variables/items	λ	α	CR	AVE	VIF
Prosociality - PRO		0.884	0.915	0.683	
PRO1	0.817				2.367
PRO2	0.822				2.388
PRO3	0.848				2.830
PRO4	0.857				2.885
PRO5	0.787				1.823
General attitude towards CSR - GAC		0.820	0.874	0.581	
GAC1	0.737				1.668
GAC2	0.726				1.685
GAC3	0.751				1.868
GAC4	0.794				2.059
GAC5	0.801				2.225
Organizational involvement in CSR activities - OIC		0.925	0.947	0.817	
OIC1	0.898				2.895
OIC2	0.882				2.823
OIC3	0.933				4.225
OIC4	0.901				3.323
Satisfaction - SAT		0.915	0.937	0.747	
SAT1	0.857				2.581
SAT2	0.876				3.031
SAT3	0.881				3.040
SAT4	0.836				2.291
SAT5	0.871				2.732
Organizational commitment - OC		0.907	0.928	0.684	
OC1	0.795				2.019
OC2	0.874				2.909
OC3	0.829				2.317
OC4	0.854				2.566
OC5	0.842				2.539
OC6	0.764				1.982

Note. λ – item loading, α – Cronbach's alpha, CR = congeneric reliability, AVE – average variance extracted, VIF – Variance Inflation Factor.

this ends up losing out because dissatisfied managers and leaders move on to other organizations. As a result, the company loses because it has to recruit new managers. Finding a top manager or leader who knows the specifics of a given industry is costly and time-consuming. A newly recruited person needs time to get used to their duties, which often delays the achievement of the organization's long-term goals. This shows the importance of our findings concerning managers and leaders.

Previous research has suggested that the prosocial attitude of employees in companies implementing CSR activities may be associated with their greater attachment to these companies (Shao et al., 2017). According to social identity theory (Tajfel & Turner, 1985), the prosocial attitude stems from the convergence of employees' helpful attitude in personal life with the perception of the company in which they are employed as socially responsible. The results of our study fully support these assumptions at the managerial level, providing evidence of the mediating role of organizational involvement in CSR activities in the relationship between managers' prosociality and their affective organizational commitment. This means that more prosocial managers are more attached to their organizations, making prosociality the most valuable asset (Shao et al., 2017). At the same time, it is worth noting that less prosocial managers perceive their companies as less involved in CSR activities; consequently, their attachment to the companies is weaker.

These findings have far-reaching consequences for the organizational culture designed, supported, and maintained by the management team. The values that guide leaders are passed on to all employees in the form of an organizational culture that distinguishes "insiders" from the outside environment. The more unity there is among the ranks regarding attitude towards CSR, the less tension will arise when the organization decides to undertake CSR activities. This congruity may translate into faster buy-in and greater employee contributions. Robbins (2001) points out that identifying the value system implemented in an organization facilitates recognizing and understanding the attitudes of its employees. In other words, identifying the values embedded in the organizational culture de-

termines organizational growth (Schwartz, 1992). For example, values such as openness to change and self-improvement are core to the long-lasting growth of organizations. If we assume that employees follow managers or leaders, then the values of those groups and their adherence to organizational culture are worth further study and analysis. The values guide leaders' decision-making processes and thereby influence and impact the immediate and more distant environment of managers, including various stakeholder groups. If adopted or imitated, they become shared. From the standpoint of the organization, the question arises if they are worth striving for, cherished, and strengthened. In light of the definition of values in CSR proposed by Kaźmierczak et al. (2022), who claim that "these are objects that create the basis for responsible action (core values), directing the set goals of the organization to protect the already existing ones (protected values) and develop new values (created values)" (p. 20), it is reasonable to conclude that "the skillful management of the (above) values becomes the path to sustainable and socially responsible development" (p. 21).

In light of the current study, organizational involvement in CSR becomes one of the motivational factors for employees and employee candidates. If there is a relationship between job satisfaction and involvement in CSR activities, then the fact that a company is recognized as socially responsible and active in the CSR field may increase its nominal value on the job market and make it one of the wanted employers. While many organizations claim to pursue a CSR path, employees seek authentic evidence to confirm that this is indeed the case. Provided that leaders are invested in and the company's strategy is meant to address real issues rather than merely to improve company image, CSR activities will lead employees to find value and benefit in being part of the team, and employees will assign tangible value to CSR endeavors. Therefore, measuring the impact of CSR activities becomes pivotal for organizations (Bachnik & Szumniak-Samolej, 2022). Barnett et al. (2020) strongly recommend that organizations move beyond impacts on specific stakeholders and link their planned outcomes to more general social impacts. Bowen (1953), on the other hand, stresses

Table 3*Cross-loadings*

Scale item	GAC	OIC	SAT	OC	PRO
GAC1	0.737	0.404	0.317	0.325	0.235
GAC2	0.726	0.343	0.266	0.276	0.207
GAC3	0.751	0.309	0.173	0.182	0.194
GAC4	0.794	0.317	0.199	0.217	0.279
GAC5	0.801	0.291	0.190	0.192	0.271
OIC1	0.422	0.898	0.368	0.396	0.177
OIC2	0.379	0.882	0.339	0.320	0.141
OIC3	0.418	0.933	0.399	0.387	0.191
OIC4	0.370	0.901	0.348	0.349	0.161
SAT1	0.277	0.391	0.857	0.684	0.333
SAT2	0.269	0.372	0.876	0.683	0.313
SAT3	0.291	0.319	0.881	0.712	0.342
SAT4	0.247	0.320	0.836	0.680	0.344
SAT5	0.238	0.341	0.871	0.742	0.346
OC1	0.265	0.316	0.717	0.795	0.356
OC2	0.270	0.367	0.707	0.874	0.331
OC3	0.264	0.318	0.663	0.829	0.292
OC4	0.302	0.380	0.704	0.854	0.330
OC5	0.263	0.352	0.675	0.842	0.345
OC6	0.201	0.252	0.529	0.764	0.278
PRO1	0.230	0.110	0.337	0.314	0.817
PRO2	0.259	0.139	0.379	0.349	0.822
PRO3	0.264	0.163	0.261	0.309	0.848
PRO4	0.287	0.183	0.304	0.322	0.857
PRO5	0.248	0.169	0.332	0.323	0.787
OC2	0.874				2.909
OC3	0.829				2.317
OC4	0.854				2.566
OC5	0.842				2.539
OC6	0.764				1.982

Table 4*Discriminant Validity Assessed Using the HTMT Criterion*

	OIC	GAC	OC	PRO	SAT
OIC	-				
GAC	0.500	-			
OC	0.435	0.360	-		
PRO	0.203	0.364	0.435	-	
SAT	0.437	0.347	0.883	0.434	-

the responsibilities of managers who lead organizations with significant impact on entire societies and economies.

6. Conclusion

The study addressed the important issue of relationships between crucial variables in the internal environment of organizations, namely leaders' prosociality, their general attitude towards CSR activities, organizational involvement in CSR activities, leaders' job satisfaction, and their organizational commitment. It focused on testing six hypotheses, all of which were positively verified through data collection and analysis. It is difficult to capture measurable benefits, but the loss resulting from weak CSR or lack of job satisfaction is clear, for instance, when managers or employees give up their jobs because they do not feel committed to the organization.

The research findings provide valuable implications for both academia and business. The study highlights the significance of CSR not only as an external activity but also as a factor that shapes attitudes and behaviors within organizations. It indicates that CSR involvement can enhance organizational commitment and leaders' job satisfaction, offering potential insights for developing theories on motivation and job satisfaction in the context of CSR. Companies that invest in CSR may observe and report increased leaders' job satisfaction and commitment, which can translate into greater loyalty and effectiveness. Practically, these findings suggest incorporating CSR activities into strategies aimed at fostering employee engagement. Given that leaders with prosocial attitudes are more inclined to support CSR, organizations might consider implementing training and development programs to cultivate empathy and prosocial values. This approach could contribute to the expansion of CSR initiatives and bolster the company's public image.

A convenience sample of companies is a limitation of our study. This sample cannot be regarded as fully representative of SMEs in Poland. Therefore, a follow-up study with an expanded pool of respondents should be designed.

7. Limitations

While providing valuable insights into the CSR paradoxes facing large food retail chains, this study is not

without limitations that should be considered when interpreting the findings. This case study was conducted among large grocery retail chains in Norway, and although this industry is similar across countries, the structure and nature of the food retail industry in Norway are shaped by unique socio-economic, cultural, and regulatory factors that may limit generalization. Future research is necessary in different intuitional and regulatory contexts in other countries, to explore whether competing firms that can develop and operate waste management systems independently from each other perceive these activities as opportunities to create competitive advantage.

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