

Linking CSR, Psychological Capital and Employee Engagement: A Conceptual Model

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ABSTRACT

Corporate Social Responsibility (CSR) has been widely linked to positive employee outcomes; however, the psychological mechanisms through which CSR fosters sustained employee engagement remain insufficiently theorized. Existing research predominantly relies on relational and alignment-based explanations, such as organizational identification and perceived support, offering limited insight into how CSR contributes to employees' internal capacity development. Addressing this gap, the present study advances a cross-level resource transmission framework that positions Psychological Capital (PsyCap)—comprising hope, self-efficacy, resilience, and optimism—as the central mediating mechanism linking organizational-level CSR climate to individual-level employee engagement. Drawing on Conservation of Resources theory and Social Exchange Theory, the model reconceptualizes CSR as a contextual resource environment that facilitates the accumulation of psychological resources. These resources, in turn, enable sustained vigor, dedication, and absorption in work roles. Furthermore, CSR authenticity is introduced as a boundary condition, recognizing that the effectiveness of CSR depends on employees' perceptions of sincerity and consistency. By shifting the explanatory focus from relational alignment to psychological capacity building, this study extends CSR scholarship, integrates Positive Organizational Behavior with responsible governance research, and provides a theoretically grounded foundation for future multi-level empirical investigation of sustainable workforce engagement

KEYWORDS: Corporate Social Responsibility; Psychological Capital; Employee Engagement; Social Exchange Theory; Positive Organizational Behavior; Sustainable HRM; Organizational Identification; Workforce Sustainability

INTRODUCTION

Corporate Social Responsibility (CSR) has evolved from discretionary philanthropy to a central component of responsible governance and strategic management. In an era characterized by heightened ESG scrutiny, stakeholder activism, and demands for sustainable capitalism, organizations are increasingly evaluated not only on financial performance but also on their social, environmental, and human capital impact (Aguinis & Glavas, 2012). While early CSR research focused primarily on firm-level outcomes such as reputation and financial performance, attention has progressively shifted toward understanding CSR's implications for internal stakeholders, particularly employees (Glavas, 2016; Rupp et al., 2006).

Employees serve as critical interpreters of organizational responsibility. Their perceptions of CSR shape attitudes, behaviors, and engagement levels. Empirical research demonstrates that CSR is positively associated with organizational commitment, identification, and employee engagement (Farooq et al., 2014; Glavas & Kelley, 2014; Kim et al., 2010). More recent scholarship has emphasized the role of CSR climate and authenticity in shaping employee engagement outcomes, suggesting that employees respond more favorably when CSR initiatives are perceived as consistent and value-aligned (Jiang & Luo, 2022; Kim et al., 2022). Additionally, research highlights the importance of ethical climate and governance consistency in strengthening CSR–employee outcome relationships (Zhang & Ma, 2021).

Despite this growing body of work, existing explanations of the CSR–engagement relationship rely predominantly on relational and cognitive alignment mechanisms, such as organizational identification and perceived organizational support. Although these mechanisms illuminate how employees align with organizational values, they do not sufficiently explain how CSR influences employees' internal psychological capacities that enable sustained motivational investment. This limitation becomes particularly salient in contemporary work environments characterized by volatility, uncertainty, and performance pressure.

To address this gap, the present study advances a resource-based psychological explanation of CSR's internal effects. Drawing on Conservation of Resources (COR) theory (Hobfoll, 1989) and Social Exchange Theory (Blau, 1964), we reconceptualize CSR as a contextual organizational resource environment that shapes employees' internal resource reservoirs. Specifically, we propose Psychological Capital (PsyCap)—comprising hope, self-efficacy, resilience, and optimism (Luthans et al., 2007)—as a cross-level resource transmission mechanism linking CSR to employee engagement. Unlike relational mediators that capture alignment or reciprocity, PsyCap represents a developable psychological capacity that directly enables

employees to sustain vigor, dedication, and absorption in their work (Schaufeli et al., 2006).

By integrating CSR scholarship with Positive Organizational Behavior, this study makes four key contributions. First, it shifts the theoretical lens from relational alignment to psychological resource accumulation. Second, it positions CSR as a macro-level antecedent of Psychological Capital. Third, it advances cross-level theorizing by distinguishing between organizational-level CSR climate and individual-level engagement outcomes. Fourth, it incorporates CSR authenticity as a boundary condition, acknowledging that the effectiveness of CSR depends on employees' perceptions of sincerity and consistency.

Through this integrative framework, the study contributes to emerging ESG-oriented human capital discourse by explaining how responsible governance practices foster sustainable workforce engagement through psychological resource development.

2. LITERATURE REVIEW

Research examining the relationship between Corporate Social Responsibility (CSR) and employee outcomes has evolved significantly over the past two decades. Early scholarship emphasized justice-based interpretations, arguing that employees evaluate CSR initiatives through perceptions of distributive and procedural fairness (Rupp et al., 2006). Subsequent research grounded in social identity theory demonstrated that CSR enhances organizational identification by reinforcing value congruence between employees and their organizations (Kim et al., 2010; Glavas & Kelley, 2014). Social exchange theory further suggested that CSR signals organizational support, prompting reciprocal commitment and engagement (Farooq et al., 2014).

More recent research has extended this perspective by conceptualizing CSR as a climate-level construct. Jiang and Luo (2022) introduce the notion of CSR climate, demonstrating that organizational-level CSR perceptions influence employee engagement through multilevel mechanisms. Similarly, research on CSR authenticity indicates that employees respond more positively when CSR initiatives are perceived as consistent, sincere, and embedded within governance structures (De Roeck & Farooq, 2018; Kim et al., 2022). Studies examining ethical climate further reinforce that governance consistency strengthens CSR–employee outcome relationships (Zhang & Ma, 2021).

At the same time, sustainability-oriented HRM research suggests that CSR may influence employee engagement indirectly through green HRM practices and pro-environmental behaviors (Tang et al., 2021). However, even these more recent contributions primarily emphasize relational alignment, normative mechanisms, or behavioral pathways rather than internal psychological resource accumulation.

Parallel research in Positive Organizational Behavior consistently demonstrates that Psychological Capital (PsyCap)—comprising hope, efficacy, resilience, and optimism—is a strong predictor of employee engagement and performance (Avey et al., 2011; Newman et al., 2020; Gong et al., 2020). PsyCap enhances individuals' ability to sustain effort, cope with adversity, and maintain positive expectations under

demanding work conditions. Yet, despite robust evidence linking PsyCap to engagement outcomes, CSR has rarely been theorized as a macro-level antecedent of psychological capital formation.

To synthesize the dominant mechanisms and identify theoretical gaps, Table 1 summarizes representative streams in CSR–employee engagement research.

Table 1. Theoretical Streams in CSR–Employee Outcome Research

Study	Theoretical Lens	Primary Mechanism	Level	Key Insight	Limitation
Rupp et al. (2006)	Organizational Justice	Fairness perceptions	Individual	CSR shapes reactions through justice interpretations	No psychological resource focus
Kim et al. (2010)	Social Identity	Organizational identification	Individual	CSR enhances value congruence	Alignment-focused explanation
Glavas & Kelley (2014)	Social Identity	Meaningfulness / identification	Individual	CSR improves engagement via identity	Limited cross-level articulation
Farooq et al. (2014)	Social Exchange	Perceived organizational support	Individual	CSR fosters commitment through reciprocity	Capacity-building not examined
De Roeck & Farooq (2018)	Authenticity Perspective	CSR authenticity	Individual	Authentic CSR strengthens reactions	PsyCap not integrated
Jiang & Luo (2022)	CSR Climate	Multilevel CSR climate	Multi-level	CSR climate influences engagement	Limited psychological resource mediation
Tang et al. (2021)	Green HRM	Pro-environmental behaviors	Individual/Org	CSR-linked HRM strengthens engagement	Emphasis on behavioral pathway
Avey et al. (2011); Newman et al. (2020)	Positive Organizational Behavior	Psychological Capital	Individual	PsyCap predicts engagement	CSR not examined as antecedent

2.1 Justice and Relational Alignment Perspectives

Justice- and identity-based perspectives explain CSR effects primarily through alignment processes. Employees respond positively to CSR when they perceive fairness or experience value congruence with their organization. While these models effectively explain attitudinal alignment and relational attachment, they do not sufficiently address how CSR contributes to internal psychological capacity development.

2.2 CSR Climate and Authenticity

Recent scholarship conceptualizes CSR as an organizational climate that shapes employee perceptions at a collective level (Jiang & Luo, 2022). Additionally, authenticity research suggests that CSR initiatives are effective only when employees perceive them as genuine and embedded within governance structures (De Roeck & Farooq, 2018; Kim et al., 2022). These developments strengthen contextual understanding but stop short of identifying psychological resource formation as a mediating mechanism.

2.3 Psychological Capital and Engagement

Research in Positive Organizational Behavior demonstrates that employees with higher Psychological Capital exhibit greater engagement, performance, and resilience (Avey et al., 2011; Gong et al., 2020; Newman et al., 2020). However, CSR has not been systematically theorized as a contextual antecedent of PsyCap. Consequently, CSR and PsyCap literatures have largely developed in parallel rather than in theoretical integration.

2.4 Identified Gap

The synthesis in Table 1 reveals two critical gaps:

1. CSR–employee research predominantly emphasizes relational alignment rather than psychological capacity accumulation.
2. PsyCap research demonstrates strong links to engagement but lacks integration with organizational-level CSR climate and authenticity constructs.

The present study addresses these gaps by developing a cross-level resource transmission framework in which organizational-level CSR climate fosters individual-level Psychological Capital, which subsequently drives employee engagement. CSR authenticity is incorporated as a boundary condition, strengthening theoretical realism.

3. CONCEPTUAL MODEL

The proposed framework advances a cross-level resource transmission model linking organizational-level Corporate Social Responsibility (CSR) to individual-level employee engagement through the mediating role of Psychological Capital (PsyCap), with CSR authenticity functioning as a boundary condition.

At the organizational level, CSR is conceptualized as a governance orientation and climate reflecting sustained commitments to ethical consistency, stakeholder responsibility, and long-term sustainability. As a contextual feature of the work environment, CSR represents a macro-level resource environment that shapes employees' interpretations of organizational values and stability.

At the individual level, Psychological Capital represents a developable psychological resource composed of hope, self-efficacy, resilience, and optimism. These internal resources enable employees to mobilize sustained cognitive, emotional, and behavioral energy toward their roles. Employee engagement—characterized by vigor, dedication, and absorption—constitutes the behavioral manifestation of this resource investment process.

The model specifies a sequential pathway. Organizational-level CSR fosters the accumulation of individual-level psychological resources (H1). These psychological resources, in turn, enhance employee engagement (H2). Psychological Capital thus functions

as the central mediating mechanism through which CSR influences engagement (H3). Furthermore, CSR authenticity moderates the relationship between CSR and Psychological Capital (H4), such that the resource-enrichment effect is amplified when CSR initiatives are perceived as genuine, transparent, and value-consistent.

This framework explicitly distinguishes between levels of analysis. CSR climate operates at the organizational level, whereas Psychological Capital and engagement operate at the individual level. By clarifying this cross-level structure, the model responds to methodological calls for multi-level research designs in CSR scholarship and necessitates multi-level empirical testing using hierarchical linear modeling or multilevel structural equation modeling to accurately capture cross-level variance and resource transmission dynamics.

As a conceptual framework, the proposed relationships are intended to guide future empirical investigations examining how responsible governance practices translate into sustainable workforce engagement through psychological resource development.

4. DISCUSSION

The proposed framework advances CSR scholarship by articulating a cross-level resource transmission pathway through which organizational-level CSR influences individual-level employee engagement. Rather than treating CSR primarily as a reputational asset or relational alignment mechanism, this study conceptualizes CSR as a contextual resource environment that shapes employees' internal psychological capacities. By integrating Conservation of Resources (COR) theory with Social Exchange Theory (SET), the model provides a theoretically grounded explanation of how governance practices contribute to sustained motivational investment in work roles.

A key contribution of this framework lies in its shift from attitudinal alignment to psychological resource formation. Prior CSR research frequently emphasizes mediators such as organizational identification, perceived support, or meaningfulness. While these constructs explain how employees cognitively and relationally align with organizational values, they do not fully capture the mechanisms through which CSR enhances employees' capacity to sustain engagement under dynamic work demands. By positioning Psychological Capital (PsyCap) as the central mediating mechanism, the present framework highlights that responsible governance practices may enhance employees' hope, efficacy, resilience, and optimism—resources that directly enable sustained vigor, dedication, and absorption.

The model also contributes to cross-level theorizing in CSR research. Many studies implicitly assume that organizational-level CSR influences individual attitudes and behaviors, yet they often lack explicit theoretical

articulation of this linkage. By distinguishing CSR climate as a macro-level construct and PsyCap and engagement as micro-level outcomes, the framework strengthens conceptual precision and provides a structured basis for future multi-level empirical designs.

Furthermore, the inclusion of CSR authenticity introduces theoretical nuance by acknowledging interpretive variability among employees. CSR initiatives may not uniformly produce positive outcomes; rather, their effectiveness depends on perceptions of sincerity and consistency. When CSR is perceived as authentic, it reinforces trust and stability, facilitating resource enrichment. Conversely, symbolic or inconsistent CSR may attenuate psychological resource accumulation. This boundary condition enhances explanatory robustness and aligns with emerging debates on greenwashing and CSR skepticism.

Taken together, the framework advances understanding of how CSR contributes to sustainable workforce engagement by emphasizing internal capacity development rather than solely relational or reputational effects.

5. THEORETICAL CONTRIBUTIONS

This study makes four interrelated contributions.

First, it reconceptualizes CSR as a contextual psychological resource environment. By grounding CSR in COR theory, the framework extends CSR scholarship beyond stakeholder alignment and legitimacy perspectives toward resource accumulation dynamics.

Second, it repositions Psychological Capital from a predictor of engagement to a mediating mechanism shaped by governance practices. This integration bridges CSR literature with Positive Organizational Behavior, highlighting the socially embedded nature of psychological resource formation.

Third, the model advances cross-level integration in CSR research by explicitly linking macro-level governance climate to micro-level psychological and behavioral outcomes. This structured articulation strengthens theoretical clarity and addresses calls for multi-level approaches in organizational research.

Fourth, by incorporating CSR authenticity as a moderator, the framework acknowledges heterogeneity in employee interpretations of CSR initiatives and strengthens theoretical realism.

Collectively, these contributions extend CSR research into the domain of sustainable human capital development and align with emerging ESG-oriented governance discourse.

Importantly, this framework differs from dominant relational mediation models in CSR research. Constructs such as organizational identification, perceived organizational support, and meaningfulness

primarily explain how employees cognitively and relationally align with organizational values. In contrast, Psychological Capital captures internal psychological capacity development. Whereas alignment-based mediators explain why employees feel connected to responsible organizations, PsyCap explains how employees acquire the psychological resources necessary to sustain engagement under demanding conditions. This distinction shifts the explanatory focus from attitudinal congruence to capacity accumulation, thereby offering deeper theoretical leverage in explaining sustained motivational investment.

6. MANAGERIAL IMPLICATIONS

The proposed framework suggests that CSR should not be viewed solely as a reputational or compliance-driven activity but as a strategic mechanism for strengthening internal psychological resources. Organizations increasingly operate in environments characterized by volatility, stakeholder scrutiny, and performance pressure. In such contexts, employee engagement is not merely an outcome of favorable attitudes but a function of psychological capacity. By conceptualizing CSR as a contextual resource environment, this study implies that responsible governance practices can directly contribute to workforce resilience and sustained motivational investment.

First, organizations should strategically align CSR initiatives with human capital development. CSR programs that emphasize employee participation—such as community engagement, sustainability innovation projects, and socially responsible leadership development—may simultaneously strengthen purpose-driven motivation and competence beliefs. Embedding CSR within talent development processes may enhance employees' self-efficacy and hope while reinforcing long-term organizational commitment.

Second, authenticity emerges as a critical managerial concern. Employees actively evaluate whether CSR initiatives are substantively integrated into governance structures or merely symbolic. Transparent communication, consistent implementation, and alignment between stated CSR commitments and operational practices are essential for fostering trust and psychological resource development. Failure to ensure authenticity may generate cynicism, undermining the intended benefits of CSR investments.

Third, as ESG metrics increasingly incorporate human capital indicators, organizations may benefit from recognizing psychological capital as an intangible strategic asset. Responsible governance practices that enhance employees' resilience, optimism, and efficacy may contribute to sustained engagement, innovation, and adaptive capacity. Thus, CSR strategy should be integrated with sustainable HRM systems to support long-term competitive advantage.

As a conceptual framework, the proposed model has not yet been empirically validated. Alternative mediators

such as organizational identification or psychological empowerment may operate alongside Psychological Capital. Additionally, institutional and cultural contexts may shape the strength of the proposed relationships. These limitations provide important avenues for empirical testing across diverse organizational settings.

7. FUTURE RESEARCH DIRECTIONS

The present framework provides a foundation for a systematic research agenda at the intersection of CSR, Positive Organizational Behavior, and sustainable HRM. Future empirical studies should employ multi-level research designs that distinguish between organizational-level CSR climate and individual-level psychological and behavioral outcomes. Hierarchical linear modeling or multi-level structural equation modeling would be particularly appropriate for testing cross-level resource transmission mechanisms.

Longitudinal research designs are also essential to examine whether sustained CSR initiatives generate cumulative psychological resource gains over time. Given that Psychological Capital is state-like and developable, examining temporal dynamics would clarify whether CSR-driven resource enrichment leads

to enduring engagement rather than short-term attitudinal effects.

Future research may further explore contextual moderators beyond authenticity. Ethical leadership, organizational justice climate, and cultural values may influence how employees interpret CSR initiatives. Additionally, cross-national comparisons could illuminate how institutional environments shape the CSR–PsyCap–engagement pathway, particularly in emerging economies with mandatory CSR regulations.

Scholars may also extend the model by examining downstream outcomes beyond engagement, including innovative behavior, organizational citizenship behavior, adaptive performance, and employee well-being. Such extensions would broaden understanding of how responsible governance contributes to sustainable organizational performance through psychological resource development.

Finally, integrating quantitative and qualitative methodologies may provide richer insight into how employees interpret CSR authenticity and how those interpretations influence psychological capital formation.

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