

Internal Corporate Social Responsibility in promoting Job Satisfaction and Employee Commitment

The case study of Delta Cafés

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Abstract

Companies are increasingly integrating Corporate Social Responsibility into their policies, seeking to maximize employees' satisfaction and commitment to create more stable and lasting relationships. Employees' adhesion and receptivity to the company's management is essential for successful business activity. This study examines Delta Cafés, a market leader of coffees in Portugal, as an example of sustainable development, innovation and entrepreneurship. In recent years, the company has internally implemented Social Responsibility practices in its processes in the areas of Human Resources Management, Health and Safety at Work, Environmental Impact and Natural Resources Management, and Adaptation to Change. The main objective of this paper is to determine how Internal Corporate Social Responsibility can promote Job Satisfaction and Employees' Commitment. Based on an analysis of Delta Cafés and its main objective, the single case study method is used. Delta Cafés exhibits a solid organizational culture and a clear strategy, in which employees are more satisfied and committed the more targeted the measures and practices of Internal Corporate Social Responsibility.

Keywords: Internal Social Responsibility; Corporate Social Responsibility; Employees; Job Satisfaction; Commitment.

1 Introduction

The number of European companies that consider Social Responsibility as part of their identity is increasing. This responsibility "manifests itself in relation to workers and, more generally, in relation to all stakeholders affected by the company and who, in turn, can influence its results". For a company to be socially responsible it cannot be restricted only to "compliance with all legal obligations" and should seek to invest more in "human capital, in the environment and in relations with other stakeholders and local communities" (European Commission, 2001, p.4-7). Green Paper (2001) presents Corporate Social Responsibility in two major dimensions of action: the external dimension covers the Local Community and all Stakeholders, public authorities, Non-Governmental Organizations (NGO's), Human Rights and Global Environmental Concerns, being Social solidarity and environmental conservation projects their most common practices; the internal dimension focuses mainly on the employee stakeholder and incorporates the areas of Human Resources Management (HRM), Health and Safety at Work (HSW), Adaptation to Change (AC) and Environmental Impact and Natural Resources Management (EINRM), involving initiatives such as promoting equal opportunities, work-life balance, family and leisure, active monitoring and capacity building, as well as environmental support to reduce resource consumption.

Employees have a major impact on CSR policy, acting as social agents of change and providing support to ensure effective programs. They also monitor, evaluate, access, and respond to CSR programs (Barnett, 2007). Trying to minimize the impacts generated by their activity, companies create more stable and lasting relationships as a result of increased level of satisfaction and commitment.

In this context, this study comes in collaboration with Delta Cafés, one of the founding companies of the Portuguese Association for Corporate Social Responsibility, and its aim is to study how Internal Corporate Social Responsibility (ICSR) promotes Job Satisfaction (JS) and Organizational Commitment (OC) of its employees. Delta Cafés intends to invest in human capital and actively, meet the needs of employees, increase their skills and create conditions for their personal and professional development, seeking to stimulate their creativity, in the pursuit of the organization's objectives (Delta Cafés, Sustainability Report 2011, p.18). It presents a HSW policy that contributes to the prevention of occupational risks, to increased competitiveness and the reduction of accidents, and a management aimed at optimizing the use of natural resources and reducing the environmental impact by reducing pollutants resulting from its activity, energy and water consumption. Delta Cafés has taken preventive measures in response to the Portuguese government's declaration of a state of emergency due to the current pandemic situation.

The rest of the work is structured as follows: section 2 reviews the related literature, section 3 presents the methodology, section 4 relates to the presentation of the developed work, in section 5 we have the results analysis, and in section 6 the work is concluded and future directions are proposed.

2 Literature Review

2.1 Corporate Social Responsibility

According to the Green Paper (2001), Social Responsibility is a concept that considers that "companies decide on a voluntary basis, contribute to a fairer society and a cleaner environment. The increase in the number of companies that practice Social Responsibility strategies arises as a reaction to "various pressures of a social, environmental and economic nature". According to this source, "a number of companies that have achieved good social and ecological results indicate that these activities can result in superior performance, growth and profit ability" (European Commission, 2001, p.7).

2.1.1 Corporate Social Responsibility - Internal Dimension

Human Resources Management: One of the major challenges facing companies today is how to "attract skilled workers" (European Commission, 2001, p.8). This area has a great influence within companies, since it is through this one that individual interests and needs are interrelated with organizational ones. Measures such as "including lifelong learning" of workers through "active monitoring", appealing to their sense of "accountability", "better information within the company", a "better work-life, family and leisure balance", a "greater diversity of human resources", "equality" in terms of remuneration, "concern about employability and job security" should be considered (European Commission, 2001, p. 8-9).

Health and Safety at Work: This issue is mainly based on legislative and compliance measures. Over time, both companies and governments have sought to introduce into their policy "complementary forms of health and safety promotion", and these initiatives can be seen as "complement to the legislative and control activities of public authorities", as they also "instill a culture of prevention", i.e., "higher levels" of HSW (European Commission, 2001, p.9).

Adaptation to Change: The business environment is constantly changing, making it imperative to increase the ability of companies to adapt to change. "Restructuring actions" are increasingly worrying employees and stakeholders, as "the closure of a factory or a drastic reduction in its workforce could cause a serious economic, social or political crisis within a community". Companies must restructure in a "socially responsible manner", which means considering the interest of all parts involved (European Commission, 2001, p.10-11).

Environmental Impact and Natural Resources Management: By reducing the exploitation of resources, the emission of pollutants and the production of waste generated by processes and activities, environmental impacts are mitigated. It is considered that companies can also benefit from these measures, as they "enable a reduction in energy expenditure and waste disposal as well as raw material and depollution costs". They are thus likely to become more profitable and competitive (European Commission, 2001, p.11).

2.2 Job Satisfaction

Spector (1997, p.2) approaches satisfaction as an attitudinal variable that results from the individual-organization evaluation, which can be considered as "a global feeling about work or as a constellation of attitudes about various aspects or facets of work". The measurement of JS will allow us to verify the gap between what the organization expects from employees and their expectations in relation to the organization, and so, it can be used as an indicator of the various operational areas of the organization, assisting in decision making and contributing to improve the most problematic areas.

2.3 Organizational Commitment

The most accepted model that supports most studies is the conceptualization model of three components of Meyer and Allen's organizational commitment (1990), namely: Affective, Normative and Instrumental. The first represents an active relationship, in which individuals wish to contribute to the well-being of the organization. The second represents the obligation to remain in the organization. The third is perceived as the costs associated with leaving the organization.

2.4 Corporate Social Responsibility, Job Satisfaction, Employee Commitment - Empirical Studies, Hypothesis Development

In the 21st century, the growth in the importance of Internal Corporate Social Responsibility is increasingly visible, with a focus on practices directed to the employee stakeholder. Internal CSR should be considered as a priority in relation to external CSR, and organizations should start social responsibility actions in their own environment, in order to later focus on the community and the surrounding society (Pena, 2003). Most studies investigating the effects of CSR on OC have shown that organizations with well-developed CSR are more likely to have a high level of organizational commitment (Heng et al., 2014). This is because CSR intervention involves practices and activities for the well-being of employees and their families. Ali et al. (2010) state that the involvement in ICSR activities further than what regulatory obligations demand, will allow the reduction of internal organizational costs, since it increases the organization's capacity to maintain good levels of attraction and retention of personnel, by improving the morale of employees, which, in general, increases the performance of employees who feel committed to the organization. Kinjerski et al. (2008) sought to identify the effectiveness of programs aimed at promoting awareness for teamwork and organizational commitment and found that the implementation of these programs would result in greater commitment of employees, lower turnover and greater retention. By meeting their needs through CSR,

their levels of affective and normative commitment are expected to be higher. As the organization shows more interest in social issues and develops programs aimed at them involving the participation of its employees, it increases its visibility, improving affective commitment (Tuzcu, 2014). Employees are more committed to the organization when they feel that CSR practices are directed at them (Peterson, 2004). Organizations that carry out volunteering activities have a better reputation from the perspective of employees and society, which will increase their satisfaction (Upham, 2006). Participation in these programs is essential, allowing employees to have the opportunity to improve their skills, such as their communication, creativity and leadership (Peterson, 2004). Meyer et al. (2002) found that high levels of satisfaction are associated with high levels of commitment. Matzler and Renzl (2007) report that Job Satisfaction is a strong predictor of affective commitment. Considering the definition of the objectives and variables that serve as the basis for the research and empirical studies presented, the conceptual structure and hypotheses to be tested and analyzed were developed:

- **Hypothesis 1 (H₁):** The ICSR, through its areas of activity, is positively associated with Job Satisfaction;
- **Hypothesis 2 (H₂):** The ICSR, through its areas of activity, is positively associated with the Organizational Commitment;
- **Hypothesis 3 (H₃):** Job Satisfaction is positively associated with Organizational Commitment;

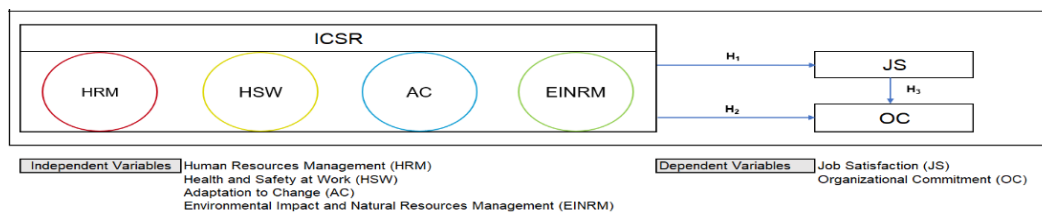


Figure 1. Conceptual Structure. Own elaboration

3 Methodology

Based on an analysis of the company Delta Cafés and its main objective, the most suitable research method is the single case study method, since this research strategy is appropriate when: (a) the study aims to answer research questions ("how" and "why"); (b) the researcher has little control over the events to be studied; (c) the study analyzes contemporary events (Yin, 1994, p.10). As for the research objective, the Delta Cafés case study is classified as exploratory. Exploratory studies aim to define hypotheses or propositions for future investigations (Yin, 1993). With the definition of hypotheses in section 2. it is proposed the design of a research methodology for carrying out the exploratory study as observed in Figure 2: *Planning* - The objectives are identified and the hypotheses of the study are formulated; *Data collection* - Data collection techniques are selected; *Data processing* - The data processing strategy is defined; *Presentation* - The results obtained are presented; *Discussion* - The results obtained are analyzed; *Conclusions* - The main conclusions are presented.

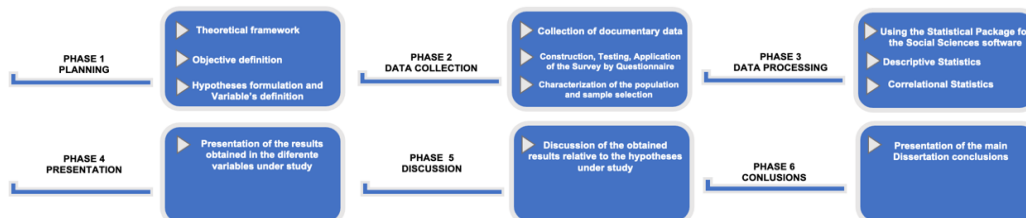


Figure 2. Research Methodology Design. Own elaboration

3.1 Data collection

This investigation resorted to the methods of documental data collection and questionnaire survey.

3.1.1 Documentary data

In this study, data were collected to characterize Delta Cafés, namely through the official online platform (<https://www.deltacafes.pt>), accredited news and sustainability reports issued annually by Delta Cafés. In addition, the necessary data were collected through articles, journals and books to characterize and analyze the fundamental variables in research, thus ensuring the reliability of the information.

3.1.2 Questionnaire survey

Delta Cafés' HRM department carried out a pre-test of the questionnaire between March 1 and 5, 2021, in order to verify its compliance. The questionnaire was available online at DNA News (Internal Communication - Delta Cafés), for the collection of answers between March 22 and April 23, 2021. The same was done through Google Forms, and the data collected in an excel file generated by the application. Next, the seven sections of the questionnaire that allow measuring the independent and dependent variables are explained.

3.1.2.1 Socio-Demographic Data

This section consists of 5 items that allowed to collect personal data from employees. The independent variables to be evaluated are Gender, Age, Educational Qualifications, Seniority in the company and the performed Function. Employees should select the most appropriate alternative answer in each question.

3.1.2.2 Human Resources Management (HRM)

In order to evaluate the perception of employees about Delta Cafés HRM practices, the questionnaire applied by Esteves (2008) was used. Job Security, Performance Assessment, Compensation Practices, Career Opportunities, Training and Development Opportunities, Participation Opportunities and Access to Information are the subscales under study. The independent variable HRM is therefore evaluated from the seven subscales mentioned above, in a total composed of 31 items. This questionnaire uses a 5-point Likert scale (1 = I completely disagree, 2 = Disagree, 3 = I do not agree or disagree, 4 = Agree, 5 = I completely agree). In total, the HRM variable can vary between 31 and 155 points.

3.1.2.3 Health and Safety at Work (HSW)

The way employees view HSW actions developed in the organization is assessed from The Loughborough University Safety Climate Assessment Toolkit questionnaire, developed by Cox and Cheyne (2000). This has been adapted and translated by Dias (2015) and will be our object of study, allowing to evaluate the nine subscales of HSW: Management Commitment, Communication, Safety Priority, Rules and Procedures, Support Environment, Involvement, Individual Need for Safety, Individual Risk Assessment and Work Environment. The questions about the subscales Rules and procedures and Individual risk assessment are structured in the negative form, being necessary to perform the reverse score, subtracting the value 6 from the assigned score. The independent variable HSW is, therefore, evaluated from the nine subscales mentioned above, in a total composed of 18 items. This questionnaire uses a 5-point Likert scale (1 = I completely disagree, 2 = Disagree, 3 = I do not agree or disagree, 4 = Agree, 5 = I completely agree). Each subscale can achieve a score between 2 and 10. In total, the HSW variable can vary between 18 and 90 points.

3.1.2.4 Adaptation to Change (AC)

In order to evaluate the perception of employees about the theme of AC that is based on Delta Cafés, the questionnaire applied and tested by Ribeiro et al. (2013) was used. The five fundamental groups of change management and the corresponding critical success factors were evaluated, according to Table 1.

Table 1. Critical Success Factors and Their Groups
Source: Ribeiro et al. (2013:10)

Group	CriticalFactor
OrganizationalCulture	Trust Climate Commitment Leadership
OrganizationalStrategy	Vision Values Goals OrganizationalStructure
Process Management	Priority Standards/processes Controls Time/period
People Management	Benefits Training Recruitment/selection Allocation
AvailableSupport	Steering Support Consulting Support Resources Informations

The independent variable AC is therefore evaluated from the five groups mentioned above and their corresponding critical factors, in a total composed of 20 items. This questionnaire uses a 6-point Likert scale (1 = Strongly disagree, 2 = Moderately disagree, 3 = Disagree slightly, 4 = Agree slightly, 5 = Moderately agree, 6 = Strongly agree). Each subscale can achieve a score between 4 and 24. In total, the AC variable can vary between 20 and 120 points.

3.1.2.5 Environmental Impact and Natural Resources Management (EINRM)

In order to know the perception of employees about the practices of EINRM present in the organization, the questionnaire applied by Batista and Jesus (2014) was used. It enables us to assess the organization's concern for natural resources and the environment, in particular the theme of pollution, energy saving, nature protection and waste recycling. The independent variable EINRM is evaluated in a total composed of 6 items. This questionnaire uses a 5-point Likert scale (1 = I completely disagree, 2 = Disagree, 3 = I do not agree or disagree, 4 = Agree, 5 = I completely agree). In total, the EINRM variable can vary between 6 and 30 points.

3.1.2.6 Job Satisfaction (JS)

To assess the satisfaction of employees regarding their work, we used the Job Satisfaction Survey developed by Spector (1997), dividing the JS into nine subscales, which can be seen in Table 2:

Table 2. Spector Job Satisfaction Survey Subscales (1997)
Source: Dias (2015:59)

Subscale	Question number
Remuneration	1,10r,19r,28
Promotion	2r,11,20,33
Supervision	3,12r,21r,30
Social Benefits	4r,13,22,29r
Recognition	5,14r,23r,32r
Working Conditions	6r,15,24r,31r
Colleagues	7,16r,25,34r
Work itself	8r,17,27,35
Communication	9,18r,26r,36r

Note: Question numbers followed by "r" are written in a negative sense.

This was adapted for the Portuguese population by Malheiro (2009). The questions that contain an "r" in front of the numbering are structured in the negative form, and it is necessary to perform the reverse score, subtracting the value 7 from the assigned score. The independent variable JS is therefore evaluated from the nine subscales mentioned above, in a total composed of 36 items. This questionnaire uses a 6-point Likert scale (1 = Strongly disagree, 2 = Moderately disagree, 3 = Disagree slightly, 4 = Agree slightly, 5 = Moderately agree, 6 = Strongly agree). Each subscale can achieve a score between 4 and 24. In total, the Variable JS can vary between 36 and 216 points.

3.1.2.7 Organizational Commitment (OC)

The commitment of employees to the organization is evaluated according to the questionnaire developed by Allen and Meyer (1997) and adapted and validated by Nascimento et al. (2008) for the Portuguese context. In this one, the OC is divided into three subscales as explained in the literature: Affective, Normative and Instrumental. The independent variable OC is therefore evaluated from the three subscales mentioned above, a total composed of 11 items. This questionnaire uses a Likert scale of 7 points (1 = Strongly disagree, 2 = Moderately disagree, 3 = Disagree slightly, 4 = Disagree or disagree, 5 = Agree slightly, 6 = Moderately agree, 7 = Strongly agree). In total, the OC variable can vary between 11 and 77 points.

3.2 Data processing

The data collected from qualitative sources allow characterizing and framing Delta Cafés in the research theme, as well as revealing relevant details about the variables. The quantitative data collected from the questionnaires were inserted in the Software Statistical Package for Social Science (SPSS), version 26.0.

3.2.1 Descriptive statistics

In order to initially perform a descriptive analysis of the variables, tables were constructed that include the calculation of frequency distribution, position measurements and dispersion measures.

The most used reliability test is Cronbach's Alpha. To check the internal consistency of a questionnaire used, the estimated values in each section of the questionnaire were compared, with those reported by Pereira and Patrício (2016), as shown in Table 3:

Table 3. Cronbach's Alpha Values
Source: Adapted from Pereira and Patrício (2016)

<i>Cronbach's Alpha</i>	<i>Internal consistency</i>
1-0,90	<i>Very Good</i>
0,70-0,90	<i>Good</i>
0,60-0,70	<i>Acceptable</i>
0,50-0,60	<i>Weak</i>
<0,5	<i>Unacceptable</i>

3.2.2 Correlational statistics

In order to verify the relationship between quantitative variables, the first step was to test their normality. Laureano (2013) rules were used for large samples, i.e., for $n > 50$: the Kolmogorov-Smirnov nonparametric test with Lilliefors correction was performed, since the distribution parameters are unknown. After this test, it was observed that all variables don't follow a normal distribution, so the Spearman's correlation test was performed. When applying this test the hypotheses to be considered are as follows:

H_0 : the correlation coefficient is equal to zero, that is, there is no relationship between the variables;

H_a : the correlation coefficient is different from zero, i.e., there is a relationship between the variables.

The Decision Criterion for the hypotheses tests formulated above takes into account the Significance Value: if $Sig > \alpha=0,05$, does not reject H_0 , otherwise reject H_0 .

Pearson or Spearman's linear correlation analysis is a statistical measure of the association, strength of the linear relationship or covariance between two metric variables (Zikmund, 2003). Thus, the values obtained from R between the metric variables were compared, with the correlation intervals of R that Hinkle et al. (2003), present:

Table 4. Interpretation of R values
Source: Adapted from Hinkle et al. (2003)

<i>Correlation Range</i>	<i>Interpretation</i>
0,90 a 1,00 (-0,90 a -1,00)	very high positive (negative) correlation
0,70 a 0,90 (-0,70 a -0,90)	high positive (negative) correlation
0,50 a 0,70 (-0,50 a -0,70)	moderate positive (negative) correlation
0,30 a 0,50 (-0,30 a -0,50)	low positive (negative) correlation
0,00 a 0,30 (-0,00 a -0,30)	very low positive (negative) correlation

3.3 Population and selection of participants

In this study, the population corresponds to the 3,274 employees that Delta Cafés presents in 2021.

178 employees voluntarily filled out the questionnaires made available online by Delta Cafés Internal Communication. Table 5. summarizes the socio-demographic characteristics of the sample:

Table 5. Socio-demographic characteristics of the sample

		N	%
Gender	Female	80	33,7
	Male	118	66,3
Age	Years	178	100,0
	< 25 years	5	2,8
	25-29 years	19	10,7
	30-34 years	29	16,3
	35-39 years	42	23,6
	40-44 years	14	7,8
	45-49 years	26	14,6
	50-54 years	16	9,0
	> 54 years	7	3,9
	Total	178	100,0
Educational Qualifications	Basic Education (up to the 9th grade, or equivalent)	16	9,0
	Secondary Education (10th, 11th, 12th grade, or equivalent)	84	47,2
	Higher Education (Bachelor's Degree, Master, PhD)	78	43,8
	Total	178	100,0
	Total	178	100,0
Seniority in the company	<3 years	19	10,7
	3-7 years	44	24,7
	8-12 years	31	17,4
	13-17 years	31	17,4
	18-22 years	27	15,2
	> 22 years	26	14,6
Total	178	100,0	
Performed function	Team coordination	26	14,6
	Technician	152	85,4
	Total	178	100,0

4 Presentation of results

4.1 Descriptive Statistics - Summary

To verify the internal consistency, the estimated values in each section of the questionnaire were compared with the values indicated by Pereira and Patricio (2016). It can be observed that the data have a good internal consistency.

Table 6. Reliability test. Own Elaboration

Variable	Cronbach's Alpha	Internal consistency
HRM	0,9	Very Good
HSW	0,876	Good
AC	0,919	Very Good
EINRM	0,802	Good
JS	0,909	Very Good
OC	0,847	Good

The overall score of each variable under study, as well as the most prominent subscales, are summarized in Table 7. The percentage obtained, in order of the highest to the lowest score, can be observed: EINRM (89.40%), HSW (84.14%), AC (80.53%), JS (76.96%), HRM (75.13%) and OC (70.01%). Here the subscales with the highest highlight of each variable are also presented.

Table 7. Descriptive Statistics – Summary

ICSR	HRM				HSW				JS			
	Subscale	Mean	Maximum Attainable	%	Subscale	Mean	Maximum Attainable	%	Subscale	Mean	Maximum Attainable	%
	Job_Security	16,99	20	84,95	Management_commitment	8,84	10	88,40	Work_Itself	20,67	24	86,13
	Training_and_development_opportunities	16,91	20	84,55	Safety_priority	8,78	10	87,80	Supervision	20,48	24	85,33
	Access_to_Information	11,74	15	78,27	Rules_and_procedures	8,67	10	86,70	Communication_JS	20,31	24	84,63
HRM Overall Score	116,45	155	75,13	HSW Overall Score	75,73	90	84,14	JS Overall Score	166,24	216	76,96	
	AC				EINRM				OC			
	Subscale	Mean	Maximum Attainable	%	Subscale	Mean	Maximum Attainable	%	Subscale	Mean	Maximum Attainable	%
	Organizational_Strategy	19,79	24	82,46					Normative	14,98	21	71,33
	Organizational_Culture	19,61	24	81,71					Affective	19,61	28	70,04
	Available_Support	19,58	24	81,58					Instrumental	19,31	28	68,96
	AC Overall Score	96,63	120	80,53	EINRM Overall Score	26,82	30	89,40	OC Overall Score	53,91	77	70,01

4.2 Correlational Analysis – Summary

Spearman's correlation coefficient was used for this analysis, since, according to the Kolmogorov-Smirnov, the variables did not follow a normal distribution. First, the entire correlational statistic relative to ICSR with JS was performed, as it can be seen in Table 8. Then the ICSR was subsequently studied with OC as shown in Table 9. And finally, the correlation between the variables JS and OC was performed as showed in Table 10.

Table 8. Correlational Statistics ICSR-JS

ICSR	HRM	HSW	AC	JS	Supervision	Recognition	Social Benefits	Communication	Remuneration
HRM				r=0,602	r=0,564	r=0,542	r=0,533		
Participation Opportunities	r=0,817			r=0,615					
Access to Information				r=0,578					
Career Opportunities	r=0,808			r=0,500					
Training and Development Opportunities	r=0,736								
HSW				r=0,653	r=0,631	r=0,592		r=0,608	
Support Environment		r=0,705		r=0,552					
Rules and Procedures				r=0,529					
Work Environment		r=0,706		r=0,527					
Communication		r=0,658							
AC				r=0,563	r=0,519		r=0,495	r=0,517	
People Management				r=0,824	r=0,607				
Available Support				r=0,868	r=0,577				
Organizational Culture				r=0,485					
Processes Management				r=0,859					
EINRM				r=0,465	r=0,483		r=0,435		r=0,426

Table 9. Correlational Statistics ICSR-CO

ICSR	OC	Instrumental	Affective
HRM	r=0,581	r=0,549	r=0,546
Participation Opportunities	r=0,568		
Training and Development Opportunities	r=0,487		
Performance Assessment	r=0,541		
HSW	r=0,579	r=0,538	r=0,550
Support Environment	r=0,562		
Work Environment	r=0,475		
Involvement	r=0,506		
AC	r=0,933	r=0,843	r=0,784
Organizational Culture	r=0,833		
Processes Management	r=0,855		
Organizational Strategy	r=0,879		
EINRM	r=0,539	r=0,463	r=0,555

Table 10. Correlational Statistics JS-CO

JS - OC	JS	OC	Instrumental	Affective
JS		r=0,450	r=0,392	r=0,485
Supervision	r=0,791	r=0,460		
Social Benefits	r=0,804	r=0,413		
Communication		r=0,409		
Remuneration	r=0,796			
OC			r=0,885	r=0,833

Correlational Statistics for Global Indices - Summary

Figure 3 shows the statistical associations for the global indices, for the significance levels of 0.05 and 0.01 (2 extremities), and the interpretation of the strength of the linear relationship is shown in Table 11.

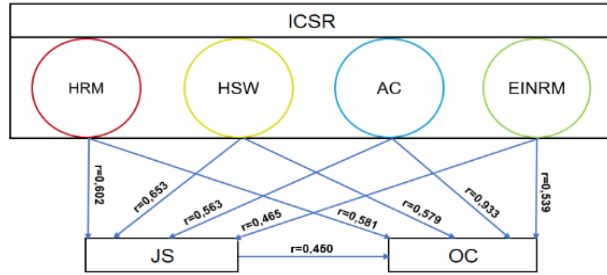


Figure 3. Correlational Statistics for global indices

Table 11. Interpretation - Strength of linear relationship

Variables	r value	Interpretation
HRM → JS	0,602	moderate positive correlation
HSW → JS	0,653	moderate positive correlation
AC → JS	0,563	moderate positive correlation
EINRM → JS	0,465	positive low correlation
HRM → OC	0,581	moderate positive correlation
HSW → OC	0,579	moderate positive correlation
AC → OC	0,933	very high positive correlation
EINRM → OC	0,539	moderate positive correlation
ST → OC	0,450	positive low correlation

5 Discussion of results

In this chapter, the hypotheses presented in section 2 are tested and analyzed.

5.1 Hypotheses Study

Hypothesis 1 (H1): *The ICSR, through its areas of activity, is positively associated with Job Satisfaction;*

According to the results obtained in Table 11, we can observe that Internal Corporate Social Responsibility is positively associated with Job Satisfaction through its four areas of activity.

The overall score of each variable under study, as well as the most prominent subscales, are summarized in Table 7. The percentage obtained, in order of the highest to the lowest score: EINRM (89.40%), HSW (84.14%), AC (80.53%), JS (76.96%), HRM (75.13%) and OC (70.01%). The HSW variable has the most significant moderate correlation in relation to JS (r=0.653), followed by HRM (r=0.602) and AC (r=0.563) and, finally, the EINRM variable (r=0.465) with a low positive correlation.

Observing Tables 7 and 8, it is verified that, in relation to the HSW subscales, Delta Cafés employees perceived a strong Management Commitment (88.40%), Safety Priority (87.80%) and the implementation of the Rules and Procedures (86.70%) that contribute to the prevention of occupational risks. The company actively acts when HSW issues are raised, acting proactively to correct the identified security issues. Also, employees realize that Delta considers HSW as important as production, HSW issues have a high priority and there are clear and practical procedures.

On the other hand, the Support Environment (r=0.552), the Rules and Procedures (r=0.529) and the Work Environment (r=0.527) are the subscales that most contribute to their satisfaction, and on which the company should focus to achieve higher levels of satisfaction, that is, it should encourage employees to report unsafe situations, to involve them in the definition of safety procedures and to always have the necessary equipment to work safely. The JS subscales that most significantly correlate with HSW are Supervision (r=0.631), Communication (r=0.608) and Recognition (r=0.592).

Job Security (84.95%), Training and Development Opportunities (84.55%) and Access to Information (78.27%) are the subscales of the HRM with the highest score, which shows that Delta Cafés presents in its strategy a set of practices and measures that contributes to the development of human capital, increasing its skills through constant and active training, creating conditions for their personal and professional development. According to the Green Paper (2001), a better flow of information within the company, a concern regarding job security and employability should be considered. These are practices that are well-rooted and defined in the organizational environment of Delta Cafés. Participation Opportunities (r=0.602), Access to Information (r=0.578) and Career Opportunities (r=0.500) are the subscales of HRM that most allow to raise the JS in the organization. These measures allow for greater coordination and involvement of workers, which, in the long term, allows for the creation of more stable and lasting relationships. The JS subscales that most significantly correlate with HRM are Supervision (r=0.564), Recognition (r=0.542) and Social Benefits (r=0.533).

El-Garaihy et al. (2014) consider employee training and development and health and safety policies as internal social practices, which allow creating an environment of motivation in organizations, increasing productivity and, on the other hand, reducing operating costs. ICSR's practices increase employee

motivation and satisfaction, providing organizations with competitive advantages in an active business environment, thus achieving intangible benefits (Low, 2016).

Regarding the AC subscales, Delta Caf es employees consider that the company presents an Organizational Strategy (82.46%) in which the company has a defined, clear, and objective view, in which they identify with the objectives elaborated and the values integrated in its policy, where the organizational structure facilitates the conduct of the change processes. On the other hand, it presents an Organizational Culture (81.71%) in which there is leadership in the conduct of the processes of change, a climate that favors the proposition of new ideas and innovation in products and processes, confidence in the work of employees and in their ability to conduct processes of change and such a commitment when changes are proposed. Regarding the Available Support (81.58%) employees perceived a strong support from management, resources and accessible information that can contribute to change processes.

People Management ($r=0.607$), Available Support ($r=0.577$) and Organizational Culture ($r=0.485$) are the subscales of AC that most contribute to increase JS. The JS subscales that most significantly correlate with AC are Supervision ($r=0.519$), Communication ($r=0.517$) and Social Benefits ($r=0.495$).

The EINRM variable obtains the highest score (89.40%), which means that employees recognize that Delta Caf es adopts measures aimed at preventing and reducing the environmental impact of its activity and, at the same time, promotes environmental education programs for its employees.

The JS subscales that most significantly correlate with EINRM are Supervision ($r=0.483$), Social Benefits ($r=0.435$) and Remuneration ($r=0.426$). Within the Variable JS, the subscales that Delta Caf es employees value the most were: Work itself (86.13%), Supervision (85.33%) and Communication (84.63%). Delta Caf es employees, by identifying themselves with the objectives of the organization and with the Work itself, through excellent internal communication, will allow them to raise their JS levels. The JS subscales that most significantly correlate with the variables of the ICSR are: Supervision, Recognition, Social Benefits, Communication and Remuneration. Employees should receive due recognition, their efforts be rewarded, and their work appreciated. In addition, they must be fairly paid, with the possibility of wage progression.

ICSR allows to create a strong bond between the organization and its employees (Degli and Sacconi, 2013), providing a favorable environment at work and well-being, which allows to increase their satisfaction, improve their performance, contributing to high levels of productivity. Organizations that can manage the social environment in a positive way tend towards a higher level of JS.

Hypothesis 2 (H₂): *The ICSR, through its areas of activity, is positively associated with the Organizational Commitment;*

According to the results obtained in Table 11, we can observe that Internal Corporate Social Responsibility is positively associated with Organizational Commitment through its four areas of activity. The variable AC has the most significant correlation in relation to OC ($r=0.933$), which corresponds to a very high positive correlation, followed by moderate positive correlations HRM ($r=0.581$), HSW ($r=0.579$) and EINRM ($r=0.539$).

Observing Tables 7 and 9, it was verified that the OC subscales that Delta Caf es employees value the highest were: the Normative (71.33%), the Affective (70.04%) and the Instrumental one (68.98%). Delta Caf es employees mostly remain in the company because they feel an obligation to it, that is, even if leaving the organization might bring them advantages, they feel they should not abandon it. In addition, they feel obligations to the people who work in the organization. The Normative Commitment therefore implies the obligation to remain in the organization. On the other hand, they feel a strong affective connection with the organization, feeling proud to be part of the Delta family, wishing to contribute as best as possible to the well-being of the organization. The Affective Commitment implies, therefore, the involvement of the individual with the organization and his identification with its objectives and values. The subscale of the OC that obtained the lowest score was the Instrumental one. Although the difference between this one and the previous subscales is not very significant, it indicates that Delta Caf es employees also feel that they may have more alternatives and opportunities in other companies and that, on the other hand, they would not have to make so many personal sacrifices. The Instrumental Commitment is perceived, therefore, as the costs associated with leaving the organization.

When performing the correlational analysis, it was verified that the Normative subscale of the OC, despite the significant "r" values, presents the lowest linear association force with the global variables of the ICSR. Organizational Strategy ($r=0.879$), Process Management ($r=0.855$) and Organizational Culture ($r=0.833$) are the subscales of AC that most contribute to the increase of OC. A well-defined strategy, with a well-based and value-rooted culture, with efficient management process in which there are pre-established standards and financial controls that facilitate change, will lead to an increase in the OC of Delta Caf es employees. On the other hand, within the HRM, the subscales with strength of the most significant linear relationship that contribute to increase the OC are: Participation Opportunities ($r=0.568$), Performance Evaluation ($r=0.541$) and Training and Development Opportunities ($r=0.487$). Delta Caf es, by allowing employees to participate in the survey of their training needs and career aspirations, to discuss relevant issues to the functioning of the organization and, at the same time, to support them to increase their

academic qualifications, contributes to a greater commitment towards the organization. In addition, the integration of a performance assessment with well-defined and clear criteria on which workers can perform a self-assessment will raise their OC.

HSW also plays a fundamental role in relation to OC, especially the subscales: Support Environment ($r=0.562$), Involvement ($r=0.506$) and Work Environment ($r=0.475$). Active participation in HSW, safety as a priority in carrying out the work with all the necessary equipment available, providing the necessary time for safe work, are points that determine a higher OC.

According to the results obtained, the EINRM variable, despite presenting a moderate positive correlation, is the one with the least significant correlation. However, the more Delta Cafés minimizes the impacts caused by its activity and contributes to the prevention and environmental education of its employees, the more the increase in OC will be.

Oo (2018) found that the greater the investment of the organization in the practices of ICSR, the greater the OC of employees, namely in compensation and benefits, training, health and safety, balance between personal and professional life and autonomy of employees. Delta Cafés is very concerned with training, always trying to improve the skills of its employees, creating conditions for their personal and professional development, stimulating their creativity and personal initiative. In addition, it is governed by an HSW security policy that contributes to the prevention of occupational risks, and consequent decrease in accidents. A greater involvement of these in ICSR practices will lead to an increase in its OC.

Hypothesis 3 (H3): *Job Satisfaction is positively associated with organizational commitment;*

According to the results obtained in Table 11, we can observe that Job Satisfaction is positively associated with Organizational Commitment. The variable JS presents a low positive correlation in relation to the OC ($r=0.450$). We can observe that this correlation is the one with the lowest value of "r" among the global variables. Observing Table 10, it is verified that Supervision ($r=0.460$), Social Benefits ($r=0.413$) and Communication ($r=0.409$) are the subscales of JS that most contribute to raising OC levels. Meyer et al. (2002) found that high levels of satisfaction are associated with high levels of commitment. The results obtained in Delta Cafés indicate that affective commitment is the one that most correlates with JS ($r=0.485$), followed by instrumental commitment ($r=0.392$). As mentioned above, Matzler and Renzl (2007) report that JS is a strong predictor of affective commitment, which is in line with what is expected. Tran et. al (2020) revealed that the higher the levels of human rights, health and safety, work-life balance and job satisfaction, the higher the level of affective commitment, which shows the real effect of the ICSR on the OC of employees, through the mediating role of JS. ICSR therefore provides an improvement in the reputation of the organization from the perspective of employees, increasing their satisfaction.

6 Conclusion and Future work

CSR increasingly plays an important role for employees, which translates into their satisfaction and commitment and their perception of the practices followed. Delta Cafés presents a well-rooted organizational culture and a well-defined strategy, in which employees are more satisfied and committed the more targeted the measures and practices of ICSR. The more Delta Cafés focuses on the safety and health of its employees and includes in its policy measures that aim to prioritize the safety of jobs, the more it will lead to increased JS levels of employees. In relation to OC, the area with the best results is AC, that is, Delta Cafés, by performing an efficient management of processes facilitating change, will increase the OC levels of employees. This research allows Delta to focus on the variables that improve the levels of JS and OC of employees and can allow adjust and improve the current ICSR policy. Exploring other types of analyses, such as exploratory factor analysis and multiple linear regression analysis, could yield more reliable results. It would be important to use the same methodology, the overall ICSR variables according to the European Commission's Green Paper, and the JS and OC questionnaires used, in order to be able to replicate the research to other Portuguese companies in the same sector. Moreover, using a sample of higher dimension in future studies can translate into results closer to reality and, on the other hand, the possibility of extrapolating these results to the rest of the Portuguese population will allow to achieve greater relevance for the development of ICSR practices and measures in the organizational environment.

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