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“The impact of corporate social responsibility and activism on
organizational phenomena: An analysis of employee perceptions in
Greece.”

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Patras, Greece, May 2026

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Greece.”

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Abstract

This dissertation examines how Corporate Social Responsibility (CSR) and corporate activism influence key organizational outcomes among employees in Greece. The study investigates whether employees' perceptions of these corporate initiatives shape their organizational pride, job satisfaction, and both attitudinal and behavioral commitment. Drawing on established theories of organizational behavior, the research develops a set of hypotheses linking CSR and activism to these employee responses. An empirical survey was conducted with 105 employees across different sectors in Greece, using validated measurement scales. The data were analyzed through descriptive statistics, correlation analysis, and ordered probit regression models. The findings show that external CSR initiatives are positively associated with organizational pride and job satisfaction, while corporate activism appears to influence behavioral commitment more strongly than attitudinal commitment. Internal CSR shows weaker effects than expected, suggesting that Greek employees may respond more strongly to outward-facing social initiatives. The study contributes to the limited national literature on micro-CSR and corporate activism by offering evidence from the post-crisis Greek context. It concludes with implications for managers seeking to strengthen employee engagement through socially oriented strategies, as well as recommendations for future research.

Keywords

Corporate Activism, Corporate Social Responsibility (CSR), Organizational Commitment, Corporate Authenticity, Employee Engagement

“Η επίπτωση της εταιρικής κοινωνικής ευθύνης και ακτιβισμού στα οργανωσιακά φαινόμενα: Μια ανάλυση των πεποιθήσεων των εργαζομένων στην Ελλάδα”

Άννα Κηρύκου

Περίληψη

Η παρούσα διατριβή εξετάζει τον τρόπο με τον οποίο η Εταιρική Κοινωνική Ευθύνη (ΕΚΕ) και ο εταιρικός ακτιβισμός επηρεάζουν βασικά οργανωτικά αποτελέσματα μεταξύ των εργαζομένων στην Ελλάδα. Η μελέτη διερευνά κατά πόσον οι αντιλήψεις των εργαζομένων σχετικά με αυτές τις εταιρικές πρωτοβουλίες διαμορφώνουν την οργανωσιακή τους υπερηφάνεια, την ικανοποίηση από την εργασία τους, καθώς και την αξιακή και συμπεριφορική τους δέσμευση. Βασισμένη σε καθιερωμένες θεωρίες οργανωσιακής συμπεριφοράς, η έρευνα διατυπώνει μια σειρά υποθέσεων που συνδέουν την ΕΚΕ και τον ακτιβισμό με αυτές τις αντιδράσεις των εργαζομένων. Διεξήχθη εμπειρική έρευνα με τη συμμετοχή 105 εργαζομένων από διάφορους τομείς στην Ελλάδα, χρησιμοποιώντας επικυρωμένες κλίμακες μέτρησης. Τα δεδομένα αναλύθηκαν μέσω περιγραφικής στατιστικής, ανάλυσης συσχέτισης και μοντέλων ταξινομημένης παλινδρόμησης probit. Τα ευρήματα δείχνουν ότι οι εξωτερικές πρωτοβουλίες ΕΚΕ συσχετίζονται θετικά με την οργανωτική υπερηφάνεια και την ικανοποίηση από την εργασία, ενώ ο εταιρικός ακτιβισμός φαίνεται να επηρεάζει τη συμπεριφορική δέσμευση πιο έντονα από ό,τι την αξιακή. Η εσωτερική ΕΚΕ παρουσιάζει ασθενέστερα αποτελέσματα από τα αναμενόμενα, υποδηλώνοντας ότι οι Έλληνες εργαζόμενοι ενδέχεται να ανταποκρίνονται πιο έντονα σε κοινωνικές πρωτοβουλίες που απευθύνονται προς τα έξω. Η μελέτη συμβάλλει στη περιορισμένη εθνική βιβλιογραφία σχετικά με τη micro-CSR και τον εταιρικό ακτιβισμό, προσφέροντας στοιχεία από το ελληνικό πλαίσιο μετά την κρίση. Καταλήγει με συμπεράσματα για τους managers που επιδιώκουν να ενισχύσουν την εμπλοκή των εργαζομένων μέσω κοινωνικά προσανατολισμένων στρατηγικών, καθώς και με συστάσεις για μελλοντική έρευνα.

Λέξεις – Κλειδιά

Εταιρική Ακτιβισμός (Corporate Activism), Εταιρική Κοινωνική Ευθύνη (ΕΚΕ),
Οργανωσιακή Δέσμευση, Εταιρική Αυθεντικότητα, Δέσμευση Εργαζομένων

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1. Introduction

1.1 Introduction

Nowadays, corporate social responsibility is a concern for our organizations, which are increasingly aware of its growing importance. Increasingly, companies are establishing their own CSR policies, and this trend is unlikely to cease anytime soon. Most CSR initiatives implemented by organizations aim to contribute to sustainable development, reduce environmental harm, and advance a fairer society. This raises the question: Does a company committed to implementing a good CSR policy achieve better results? Is it beneficial for them? The purpose of this thesis is to contribute to the debate by examining the impact of a CSR policy on employee perception, as well as the consequences it has on their attitudes and behavior.

We will therefore study, on the one hand, employees' perceptions of their company's CSR policy by analyzing the different feelings they may have towards social responsibility. On the other hand, we will focus on the consequences of this perception, examining employees' behaviors and reactions at work.

We will explore how a strong CSR policy can contribute to a company's smooth operation by fostering attitudes such as employee commitment and performance at work.

1.2 Research gap in Greece

Undoubtedly, there is already a global emphasis on corporate social responsibility (CSR), but there is still a significant research gap regarding how CSR and corporate activism are perceived within Greece's unique socio-economic landscape. The majority of the existing literature on the Greek market focuses on traditional CSR in its external component (such as environmental philanthropy) or its connection to the potential financial benefits for the company itself, often overlooking how micro-CSR and corporate ethical authenticity can impact organizational commitment. After the past decade of financial instability and social turmoil in the "post-crisis" Greek context, which has created a workforce that is deeply skeptical of superficial corporate messaging, it is critical to examine this. Furthermore, while international studies suggest a generational divide in expectations, there is a lack of national data on how Millennials and Gen Z in Greece, generations that grew during the debt crisis, differ from their older colleagues, as younger talent increasingly seeks employers whose values align with their own social convictions.

1.3 Thesis Structure

This thesis will consist of two main parts. The first part will be theoretical, and the second part will be empirical. The theoretical section will be divided into three main chapters: the first establishes the conceptual grounding by reviewing the main theories of employee performance as a response to corporate signals. Following this, the second chapter will present the organizational phenomena under study and define our dependent variables: organizational pride, job satisfaction, and attitudinal and behavioral commitment. Finally, the third chapter will analyze in depth the concepts of Corporate Social Responsibility (CSR) and Corporate Activism, synthesizing existing scientific literature to formulate hypotheses on how these initiatives influence employee perceptions and subsequent organizational outcomes.

In the empirical part, we will attempt to understand more precisely the link between employees' perceptions of CSR and Corporate Activism, and their reactions and attitudes, by testing our hypotheses across various employee groups. The survey will be constructed based on the theoretical analysis carried out in the first part of this thesis and will consist of items validated in the scientific literature. A descriptive analysis, several linear regressions, and a correlation analysis will enable us to test our hypotheses and clearly examine employees' perceptions of CSR and their reactions to it. An analysis of the results, followed by a chapter dedicated to discussing them, will conclude this empirical section.

Finally, we will conclude this thesis with a general summary of the key points covered throughout, the limitations of the study, and its theoretical and practical contributions.

2. Theoretical Grounding

2.1 Social identity theory and organizational identification

According to Maignan and Ferrell (2001, cited by De Roek, 2013), social identity theory explains the relationship between a company's social performance and its employees' attitudes at work.

Moreover, in his thesis, De Roeck (2013) draws on social identity theory (SIT) to explain how CSR can influence an employee's relationship with their organization and, in turn, their work attitudes. Social identity is “that part of an individual's self-concept that derives from their knowledge of or membership in a group (or groups) and the values and emotional meanings associated with that membership” (Tajfel, 1978, p.63 cited by De Roeck and Swaen, 2009), while social identification “is the process by which an individual categorizes themselves into different social reference groups (organization, gender, age group, religion, etc.) in order to define themselves” (Hogg & Terry, 2000 cited by De Roeck & Swaen, 2009).

One key factor is organizational identification (OI), which is, in fact, a specific form of social identity.

Mael and Ashforth (1992) define organizational identification as “the perception of harmony or belonging to an organization, where the individual defines himself in terms of the organization of which he is a member” (Mael & Ashforth, 1992). It is a process of self-categorization (Ashforth & Mael, 1989).

Dutton et al. (1994) see organizational identification as “the degree to which the member defines himself with the same attributes he uses to define the organization” (Dutton et al., 1994). According to them, employees who identify strongly with their organization tend to take its successes and failures as their own. These employees will be proud to work for a company with a favorable reputation, which will positively influence their attitudes at work. Dutton and Dukerich (1991) even add that these employees are more motivated to help the company achieve its goals, as this would reflect positively on their organization and on themselves (Jones, 2010).

Kim et al. (2010) studied employee identification with their company through the concepts of “CSR association,” i.e., employees' perception of the company's attitude toward social issues (Brown & Dacin, 1997), and “CSR participation,” which is the degree of employee

involvement in CSR activities. Through this study, they demonstrated that the company's CSR initiatives increase employees' identification with the company, which, in turn, leads to greater employee involvement. While “CSR association” indirectly influences organizational identification through perceived external prestige, “CSR participation” influences it directly. They therefore conclude that CSR performance can be an effective way for companies to maintain a positive relationship with their employees.

De Roeck (2013) argues that the benefits gained from identification should, in turn, improve employee job satisfaction and engagement, two key characteristics for measuring financial performance.

2.2 Attribution Theory and Corporate Authenticity

A significant factor in whether corporate social actions result in positive organizational outcomes is the internal process of employee attribution. The mere existence of CSR or corporate activism cannot fully influence a workforce; rather, it is the motives employees attribute to these actions that can. According to Attribution Theory, employees act as "social psychologists" trying to determine whether a company's attitude is driven by a genuine moral compass or strategic opportunism.

Attribution theory suggests that individuals interpret behavior by connecting it to either internal dispositions (values, ethics) or external pressures (market trends, PR requirements). In the context of corporate activism and CSR, employees tend to classify motives into two main categories:

- **The Intrinsic or Values-Driven Attributions:** The company's action is perceived by the employees as a reflection of the company's core identity. Thus, these efforts are viewed as authentic and can contribute to social good, even if they entail financial risks.
- **The Extrinsic or Stakeholder-Driven Attributions:** The company's action is perceived by the employees as a calculated response to some external pressure, aiming at increasing profits or managing negative publicity. This is often categorized as “Greenwashing” in CSR (if it is environmentally related) or “Woke-washing” in corporate activism (“woke-washing” refers to the practice of corporations promoting various social rights for marketing purposes).

2.2.1 Perceived Authenticity

The concept of Corporate Ethical Authenticity serves as the filter through which all social actions pass. According to Vlachos et al. (2013), when employees attribute internal, value-driven motives to their employer, it strengthens the psychological contract between them. The transition from perception to behavior is subject to these attributions. If an employee attributes a company's activism to genuine altruism, it triggers identification, a state where the employee's self-concept becomes tied to the organization's identity. This identification is the engine behind higher loyalty and engagement levels. This perception of authenticity fosters trust and reduces the cynicism that often accompanies corporate announcements.

On the contrary, if the attribution is judged as insincere or opportunistic, the initiative may lead to a “backfire effect” and, ultimately, to disengagement and a sense of “moral decoupling,” in which the employee distances themselves from the organization's values to protect their own integrity. Research by Valentine and Fleischmann (2008) highlights that “skeptical” employees, those who believe the motive is purely profit-driven, may report lower levels of job satisfaction and commitment than if the company had remained silent. In this case, where social action is viewed as manipulative, organizational cynicism increases.

2.2.2 The Role of Consistency and Distinctiveness

According to Kelley's Covariation Model, employees evaluate authenticity based on two things:

- **Consistency:** Examining if the company takes a specific stance regularly, or only when it is “trending”.
- **Distinctiveness:** Examining if a specific action aligns with the company's overall behavior and internal culture.

In the Greek context, institutional trust has repeatedly been challenged by economic crises, thereby increasing the demand for authenticity. Employees are more likely to scrutinize CSR initiatives and corporate activism, looking for alignment between the company's public social and/or political stances and how it treats its staff internally.

2.3 Organizational Justice Theory

As Rodrigo and Arenas (2008) have clearly pointed out, employees may develop a perception of fairness following the introduction of a new CSR program in the organization.

Organizational justice refers to “employees' perceptions of the fairness of their compensation (distributive justice), the decision-making procedures that affect them (procedural justice), the justifications they receive for decisions that affect them (informational justice), and finally, employees' assessment of the treatment they receive from the organization (interpersonal justice)” (Rupp, 2011, p. 72).

Tyler and Blader (2003) argue in their group model of commitment that individuals evaluate and form their identity through the justice procedures carried out by the group to which they belong. They believe that information about justice procedures is the most relevant factor in identifying information about their organization.

Based on Colquitt's (2001) work on organizational justice, Aguilera et al. (2007) propose a typology of three employee judgments regarding their organization's CSR efforts. First, employees judge their organization's interest in social issues by its actions (procedural CSR). Second, they judge it through the results produced by these actions (distributive CSR). And finally, they judge it through the treatment of individuals inside and outside the organization when these actions are carried out (interactional CSR).

Following a large meta-analysis conducted by Colquitt et al. (2001) on organizational justice, which included more than 186 studies, it appears that a perception of justice and fairness has a positive impact on employee well-being through job satisfaction, but also on organizational commitment and work performance (Aguilera et al., 2007; Rupp et al., 2006). When employees perceive a sense of fairness in their organization, they are happier and work harder (Aguilera et al., 2007).

It is therefore interesting to note that this perception of organizational justice plays an important role among employees, as it seems to act as an intermediary between the implementation of new CSR initiatives and employee involvement and performance at work.

2.4 Social Exchange Theory

This theory suggests that employees develop emotional commitment to the organization as a response to the perceived benefits they receive. An organization committed to CSR can offer psychological and social benefits that reinforce this commitment.

The constructs of social exchange cover all social exchange relationships that employees have with their organization. These include, among other things, perceived organizational

support and organizational commitment. Social exchange constructs cover all social exchange relationships that employees have with their organization. These include perceived organizational support and organizational commitment. Indeed, Eisenberger et al. (1990) believe that perceived organizational support can be a major cause of organizational commitment. Vandenberghe (2012) asserts that the most relevant determinants of organizational commitment are job characteristics, organizational variables, and line-manager-related variables.

Thus, employees' perceptions of CSR practices could impact organizational commitment. Saks (2006) confirms this by saying that employees respond to their organization's support through their level of commitment, which Kahn (1990) understands as the obligation felt by employees as a result of their organization's support, and Robinson et al. (1994) understand as a two-way relationship between employer and employee. Consequently, perceived support gives them the impetus they need to improve their performance. Saks (2006), therefore, concludes that social exchange theory offers a stronger theoretical justification for explaining employee commitment to the company.

Social exchange theory demonstrates operationally that CSR actions send signals to employees that their company cares about their well-being, is kind and caring, and is sensitive to their future, so that they feel obligated to reward the best initiatives within their company with positive and value-creating attitudes and behaviors (Cropanzano & Mitchell, 2005). Therefore, if CSR programs align with employee expectations, they are more likely to foster positive attitudes and desirable behaviors and may foster greater commitment. We can therefore expect employees to perceive their companies as responsible through social practices, including health and safety, training and education, work-life balance, and workplace diversity, and to reward them in return with greater commitment. Blau (1964) even argues that philanthropic donations are likely to influence the dynamics of social exchanges, not only with the beneficiaries of these actions but also with the donor's group. A favorable perception of these practices positively affects perceptions of organizational support (Eisenberger et al., 2001) and helps develop a sense of obligation in accordance with the norm of reciprocity. This moral obligation will generate positive feedback towards the company. This research, therefore, seeks to explore the moral obligation of employees to give back and to respond with organizational commitment to the company's socially responsible practices.

2.5 Conclusion

To sum up, all the above theories are linked with our independent variables, Corporate Social Responsibility and Corporate Activism.

Regarding Social Identity Theory, we have seen that employees tend to identify more with organizations that share their own values and social stance. CSR activities can boost an organization's reputation, hence increasing employee pride, commitment, and loyalty. Furthermore, if a company is perceived as ethical and socially responsible through a form of Corporate Activism, this can further enhance attachment and attitudinal commitment. However, a key question is whether the company is genuinely ethical and socially responsible or has other motives, such as seeking to increase profits, managing its public image, etc. If perceived as authentic, it can lead to trust and commitment, and in the opposite case, the outcomes may be negative. What is valued here by the employees is the consistency between words and actions, external behavior and organizational practices. We could mention that CSR seems safer, while Corporate Activism is subject to more intense scrutiny within the current sociopolitical context.

This leads us to the next theory, the Organizational Justice Theory, which examines whether an organization treats society fairly, but also its employees and stakeholders. CSR and Activism may strengthen perceptions of justice and moral legitimacy, which in turn can enhance job satisfaction, commitment, alignment with organizational goals, etc. An important distinction to keep here is between justice toward employees (internal) and toward the community (external).

Lastly, regarding the Social Exchange Theory, ethical actions and shared social values through CSR and Activism can trigger positive employee attitudes, such as better performance and stronger commitment, to reciprocate the positive organizational support.

Table 1 below summarizes the principal theoretical foundations that are linked to the independent variables examined in this study, namely Corporate Social Responsibility (CSR) and Corporate Activism. It illustrates how each theoretical perspective explains employees' responses to organizational CSR and Corporate Activism initiatives and sets the conceptual basis for the hypotheses developed further in this research.

Table 1: Theoretical Foundations of the Independent Variables

Theoretical grounding	Independent Variables
Social Identity Theory (SIT)	CSR and Corporate Activism can enhance value congruence, strengthening employees' identification with their organizations. This may weaken in the Corporate Activism case if employees disagree with the organization's sociopolitical positions.
Attribution Theory & Perceived Authenticity	Corporate Activism is more sensitive to perceived authenticity than CSR; if it is perceived as inconsistent or the motives are self-serving, employees are more likely to respond negatively.
Organizational Justice Theory	CSR and Corporate Activism can influence the perceptions of organizational justice and shape the overall evaluation of the organization.
Social Exchange Theory	CSR and Corporate Activism can strengthen positive organizational behaviours such as commitment and engagement, and motivate employees to give back to the organization.

Source: Author's own elaboration.

3. Organizational Phenomena: The Dependent Variables

3.1 Organizational Pride

Another feeling that an employee may have towards a CSR initiative is pride in their company. Although similar, this concept is quite different from perceived external prestige. Organizational pride refers to "the sense of pleasure and self-esteem that an individual feels from their affiliation with their company" (Jones, 2010, p.859).

Many employees are proud to belong to a respected organization (Smidts et al., 2001) and identify strongly with it when outsiders consider it prestigious (Mael & Ashforth, 1992). This is why employees of a company that is actively involved in volunteer programs tend to develop greater organizational pride, believing that outsiders see their commitment to volunteering as favorable to the organization. This generally creates a sense of identification among employees toward their company (Jones, 2010). Indeed, employees who are proud of their company are motivated to identify with it to increase their self-esteem (Ashforth & Mael, 1989). However, as Dutton et al. (1994) point out, employees who identify strongly with their organization are not necessarily proud to be affiliated with it.

3.2 Job Satisfaction

The relationship between an organization's social involvement, encompassing both traditional Corporate Social Responsibility (CSR) and the more confrontational Corporate Activism, and employee outcomes is rarely direct. Instead, it is filtered through internal psychological states. Job satisfaction is central to this process, and it serves as an important mediator that translates the employee's perception of corporate ethics into concrete organizational commitment.

Job satisfaction functions as the "connective tissue" between perceived corporate morality and organizational commitment. The literature suggests that satisfied employees are significantly more likely to display high levels of affective commitment (Meyer et al., 2002). While CSR initiatives are often designed for external stakeholders, their most profound impact is frequently internal, as they can improve employee satisfaction in multiple ways and through several channels. It can be argued that a firm's most important responsibility lies within, namely, in its employees (Carlini & Grace, 2021). CSR practices that target employees, such as improving working conditions, training opportunities, and health

benefits, directly address their needs, hence increasing their satisfaction. External CSR activities, such as environmental concerns and community engagement, even if they do not directly target employees, can still ameliorate employees' identification and pride in the organization, thus indirectly creating satisfaction, reducing turnover, and fostering employee commitment. Additionally, CSR can improve employee satisfaction by enhancing the company's reputation and increasing employees' sense of meaning, purpose, and belonging at work.

As already established, research indicates that perceptions of a firm's ethical conduct are positively correlated with job satisfaction (Vlachos et al., 2013; Mascarenhas et al., 2020). This is largely driven by two mechanisms:

- **Reciprocity:** When employees feel that their organization is fair and supportive, they tend to reciprocate through emotional attachment and increased satisfaction (Chen et al., 2010). This is supported in the Social Exchange Theory, and within this framework, we could say that CSR activities could be seen as an investment made by the company in both employees and society, which may attract positive reciprocation.
- **Social Identity:** Working for an ethical, value-driven organization enhances an employee's social identity. When an organization takes a stand on social issues (activism), employees feel a sense of pride and identification that elevates their overall satisfaction with their professional role (Riordan et al., 1997).

In a turbulent economy, “stable unobservable mental states”, such as the positive emotional state derived from a rewarding balance of work inputs and ethical outputs, become the primary drivers of retention. Job satisfaction acts as a “locking” mechanism:

- **Affective Path:** Satisfied employees develop a genuine emotional bond with the company because they perceive a rewarding alignment between their personal values and corporate actions.
- **Continuance Path:** High satisfaction increases the perceived “cross-situational costs” of leaving, thereby securing behavioral commitment even in competitive or unstable labor markets (Lum et al., 1998).

Last but not least, according to attribution theory, employees do not just observe social initiatives; they assign motives to them (Valentine & Fleischmann, 2008). When employees perceive these actions as authentic rather than mere “greenwashing” or “woke-washing”, they experience a shift in their attitudes toward their job. Another risk is perceiving CSR initiatives as a misallocation of organizational resources, which, in turn, leads to decreased job satisfaction.

Considering all the above, it is crucial to understand the mediating role of job satisfaction. It implies that CSR and activism do not automatically result in a loyal workforce. Instead, these social actions must be executed in a way that first cultivates job satisfaction. Only when employees feel satisfied through a sense of fairness, identity, and value alignment will the organization realize the “predicted effects” of enhanced commitment and retention in the long-term.

3.3 Organizational Commitment

Many researchers, including Turker (2009), have studied the link between CSR and employee organizational commitment.

Organizational commitment is “the psychological bond between the employee and his or her organization that influences the employee's decision to remain a member of that organization” (Allen & Meyer, 1996).

We can distinguish organizational commitment into attitudinal and behavioral. The attitudinal commitment is a “psychological attachment based on different mindsets that can play a role in shaping behaviors” (Meyer & Herscovitch, 2001). Attitudinal organizational commitment includes embracing and serving the organization's goals (Meyer & Herscovitch, 2001) and can be driven by different reasons and motives. In contrast, behavioral commitment is about employee investment: employees invest their personal time, resources, and skills to achieve professional advancement, higher financial rewards, and other nonfinancial benefits. The commitment increased when the costs incurred upon leaving are higher (the so-called investment or side-bet theory).

Over the years, Meyer et al. (2002) have developed a theoretical model of commitment based on three distinct components: affective commitment, continuance commitment, and normative commitment. They first define affective commitment as "emotional attachment,

identification, and involvement with the organization” (Meyer et al., 2002). This affective component of commitment is linked to the individual's identification with and personal involvement in the company (echoing attitudinal commitment). Next, “Continuance commitment refers to the perception of the costs associated with leaving the organization” (Meyer et al., 2002), echoing the behavioral commitment. Continuity commitment is primarily based on two factors: the number of investments individuals make (called side bets) and the perception of a lack of alternatives elsewhere (Becker 1960). Next, drawing on a study by McGee & Ford (1987), Meyer et al. (2002) identify two concepts in continuity commitment: on the one hand, the perception of a lack of job alternatives; on the other hand, the perception of the sacrifices involved in leaving the organization. Finally, “Normative commitment reflects a sense of obligation to remain in the organization” (Meyer et al., 2002).

Many authors agree that affective commitment is the most favorable form of involvement for the company, followed by normative commitment. The existence of a correlation between certain personal characteristics (such as age) and forms of commitment also seems to be the majority opinion. Furthermore, for each of these components, there are mechanisms based on the individual's perceived experience that may or may not lead to commitment.

In Figure 1 below, we see on the left the antecedent variables thought to affect the three categories of organizational commitment. The authors show that work experiences characterize affective commitment more than the other two components. On the right, we can see the variables considered to be the consequences of commitment. The authors cite variables such as turnover, work behavior, and employee well-being and health.

Finally, three variables (job satisfaction, job involvement, and occupational commitment) are considered to be correlated with but distinct from organizational commitment.

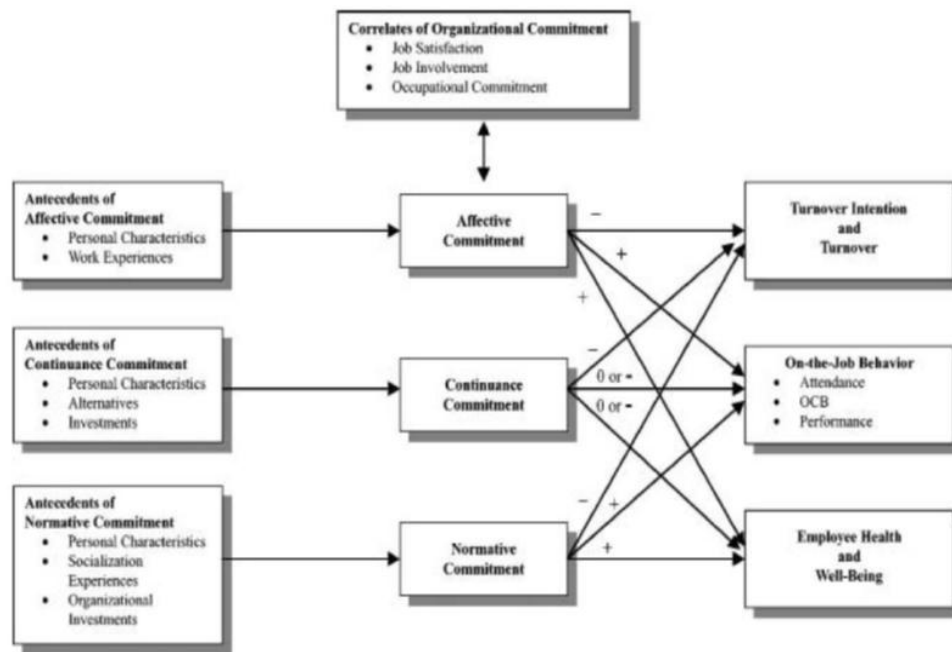


Figure 1: The organizational commitment model with its three components.

Source: Meyer et al. (2002)

Meyer et al. (2002) have identified a negative relationship between the three components of organizational commitment and turnover: the more committed employees are to the organization, the less likely they are to leave. Nonetheless, the reasons for staying with the organization depend on the nature of their commitment. Emotional commitment refers to involvement and attachment to the organization, so employees stay because they want to. Continuance commitment refers to employees' recognition of the losses associated with leaving the organization, so they stay because they must. Finally, normative commitment refers to a sense of obligation to the organization, so employees stay because they feel obligated to do so.

In addition, they noticed different links to work behaviors. To measure this concept, variables such as attendance, organizational citizenship behavior, and performance were used. Emotional and normative commitment are strongly related to the three variables of work behavior, with the relationship with emotional commitment being more significant. On the other hand, a neutral or even negative relationship is observed with continuity commitment.

Tyler and Blader (2003) highlight the importance of identification through justice procedures as a decisive factor in organizational commitment. They argue that an

employee's identification with their organization acts as a mediator between perceptions of justice and commitment to the organization. They reason that individuals who have a strong sense of identification with their group are more inclined to invest time and energy into the group's success.

In addition, Chatman (1991) found that employees' organizational commitment to their company is stronger when the firm has a good reputation for corporate citizenship. Greater employee commitment to their firm is reflected in greater effort in their contributions within their responsibilities (Podsakoff et al., 2000). In the next section, we will examine what organizational citizenship behavior is.

Turker (2009) revealed in one of his studies on the effect of CSR on organizational commitment that CSR towards employees and customers was a significant predictor of organizational commitment.

Finally, Peterson (2004) found a positive relationship between the perception of corporate citizenship and organizational commitment. He observed this positive link, especially among employees who consider CSR to be very important in the business world.

4. CSR, Corporate Activism, and Hypothesis Development

4.1 Corporate Social Responsibility (CSR)

4.1.1 Definitions and Evolution: From origins to modern Micro-CSR

For centuries, we can easily find traces of the business community's concern for society. The concept of corporate social responsibility is not new in itself. However, formal writings on social responsibility date back mainly to the 20th century, primarily from 1950 onwards. Although literature on this subject can be found all over the world, it is mainly in the United States that scientific writings on the subject have proliferated (Carroll, 1999).

As early as the beginning of the 20th century, Henry Ford emphasized the importance of viewing business as a service rather than a windfall (Lee, 2008). The idea that business can contribute to well-being is not new (De Roeck, 2013).

Bowen (1953, cited by De Roeck, 2013), considered the founding father of CSR, argued in his book *Social Responsibilities of the Businessman* that social well-being could be improved through interaction between business and society. He considers CSR to be “the obligation of businessmen to follow those policies, make those decisions, or follow those courses of action that are desirable in terms of the goals and values of our society” (Lee, 2008, p. 57). In this sense, Bowen argues that businessmen's desire for social responsibility is a practical means of addressing economic problems and thus fully achieving the economic objectives we aim for (Bowen, 1953, cited by De Roeck, 2013). He argues that the decisions and actions of large corporations worldwide affect citizens' lives in many ways (Carroll, 1999).

Next, Keith Davis, whom Carroll (1999) himself considers the second father of CSR, was one of the first to attempt to define CSR in the 1960s. According to him, social responsibility refers to “*decisions and actions taken by businesspeople for reasons that go beyond the economic and technical interests of companies*” (Davis, 1960). Davis (1960) justifies his remarks by saying that managerial decisions are socially responsible when they have a good chance of bringing long-term economic prosperity to the company, thus making this socially responsible perspective profitable. Davis is also known for his concept of the “Iron Law of Responsibility,” in which he asserts that “the societal responsibilities of businessmen must be proportional to their social powers” (Davis, 1960). It is interesting to note that, until the mid-1960s, the term “businessman” was used in the literature on CSR, but Davis (1967)

broadened its scope to include institutions and their actions and effects on the entire social system. Social responsibility was thus extended to the social system as a whole.

Despite Davis' work, very little progress was made until the 1970s. In 1971, the Economic Development Committee described social responsibility in terms of three concentric circles. The inner circle represents the basic functions of the economy, such as growth, products, and jobs. The middle circle suggests a more conscientious use of economic functions in light of changing social values. Finally, the outer circle outlines new responsibilities that the business world should assume to be more actively involved in improving the social environment. It was also at this time that researchers realized the need to align social practices with stakeholders' interests. This new concept, called the “enlightened self-interest model,” demonstrates the long-term interests of organizations in supporting their environmental well-being to secure their structure and customer base (Lee, 2008).

CSR's definition today

As we saw above, the concept of social responsibility has continued to evolve in recent decades. What do we mean by social responsibility today? In 2000, the World Business Council for Sustainable Development defined Corporate Social Responsibility as “*the commitment of businesses to contribute to the development of a sustainable economy by working with employees, their families, the local community, and society at large to improve the quality of life*” (Holme & Watts, 2000).

Kotler and Lee (2005) define CSR more as “*a commitment to improve the well-being of the community through discretionary practices and contributions from the company's resources*” (Kotler & Lee, 2005).

Dyllick & Hockerts (2002) suggest a definition of corporate sustainability by transposing the concept of sustainable development to the business level: “*meeting the needs of the company's direct and indirect stakeholders (employees, customers, pressure groups, communities, etc.), without compromising the ability of future stakeholders to meet their needs.*” (Dyllick & Hockerts, 2002). Economic viability is the way to achieve this corporate sustainability, minimizing at the same time any negative environmental impacts, and aligning initiatives with social expectations. The three dimensions of this approach, which are often referred to as the “triple bottom line approach”, must be satisfied simultaneously.

CSR has evolved from a purely philanthropic approach to a more managerial concept, intended to be integrated into enterprises' core strategy. The concept of “Creating Shared

Value” (CSV) proposed by Porter and Kramer further emphasizes the close association between CSR and corporate competitive advantage (Porter & Kramer, 2011).

Finally, in 2010, the ISO 26000 standard, the result of an international consensus describing the principles and themes of CSR, defined social responsibility as “an organization's responsibility for the impacts of its decisions and activities on society and the environment, resulting in ethical and transparent behavior that:

- contributes to sustainable development, including the health and well-being of society.
- takes into account the expectations of stakeholders.
- complies with applicable laws and is compatible with international standards.
- is integrated throughout the organization and implemented in its relationships.”

(International Organization for Standardization, 2010).

ISO 26000 is the only international standard that provides organizations with guidelines for CSR. It proposes a method for adoption and implementation. It provides an international framework for behavior for all types of organizations (companies, local authorities, NGOs, trade unions, etc.), regardless of their size or field of activity. The standard is a voluntary definition and is therefore not binding” (Afnor Group, n.d.).

Micro-CSR and why focus on employees

The majority of studies have focused on the macro-level outcomes of CSR, primarily on the economic benefits that directly benefit companies (Aguinis & Glavas, 2012; Bouraoui et al., 2019; Caligiuri et al., 2013). Only recently has the discussion on the impact of CSR at the micro level (micro-CSR) begun, shifting research interest to recording personal attitudes and behaviors as possible outcomes of the respective actions (Aguinis & Glavas, 2012) (Caligiuri et al., 2013; Chaudhary, 2017). According to Rupp and Mallory (2015), the micro-level approach to CSR refers to “the study of the effects and experiences of CSR (however defined) on individuals (of any stakeholder group), as typically examined in a case study analysis”.

As Aguilera et al. (2007), Rupp (2011), and Turker (2009) point out, employees have received very little attention in CSR literature. This is quite surprising, given that they are the driving force behind the organization's operations and, therefore, its performance (Rupp et al., 2006). Furthermore, through their membership of the company, employees contribute to, respond to, and are the first to be affected by the organization's CSR initiatives. They are

therefore a key factor in the company's social performance (Aguilera et al., 2007; Aguinis & Glavas, 2012). In addition to their specific skills, employees also affect the firm's performance through their behavior, since they hold the firm's human capital, not the firm. They are individuals free to choose their behavior and their level of commitment to work. Even though the firm has access to human capital to achieve its strategic objectives, it depends on employees' actions, which can have both negative and positive consequences (Branco & Rodrigues, 2006). Employees behave in a way that reflects how the organization treats them, and they will adopt a negative attitude at work if they perceive their company as irresponsible (Story & Neves, 2015). On the other hand, if they perceive it as ethical and responsible, they will adopt a positive attitude and even want to increase their productivity at work (Rupp et al., 2006).

The results and ways in which CSR affects internal groups, and in particular employees, have been explored to a much lesser extent so far (Glavas & Godwin, 2013; Gond et al., 2017). This imbalance seems to have led to a major shift in research in recent years (Rupp & Malory, 2015), which is ongoing and is reflected in researchers' focus on the microenvironment of CSR and employees. The most recent studies approach human-centered work psychology, as they focus on the value of employees' individualized needs (Rupp & Malory, 2015) and explore individual attitudes and behaviors such as organizational pride (Jones, 2010), and organizational justice (Rupp et al., 2006), affective commitment (Hofman & Newman, 2014), job satisfaction (De Roeck et al., 2014), job performance (Chaudhary, 2018; Newman et al, 2019), and organizational citizenship behavior (Newman et al, 2015). These variables have been tested and have demonstrated their links to perceived CSR and organizational commitment. Although CSR research has provided substantial insight, our understanding of its impact on employee attitudes and behaviors remains limited (Jamali & Karam, 2017; Du et al., 2014), especially from a generational perspective.

4.1.2 Why is CSR attractive to companies?

Having defined the concept of corporate social responsibility and examined existing measures, we will now explore the various reasons companies implement a CSR policy.

Branco and Rodrigues (2006) first note that there are two distinct perspectives when a company commits to CSR. The “normative” perspective is when a company practices CSR

because it is morally right, and the “business” perspective is when the company does so for economic success.

Committing to CSR obviously involves costs, and returns on investment are generally long-term. Still, some companies commit to it because they see it as a competitive advantage in addition to the ethical aspect (Bracon & Rodrigues, 2006).

McWilliams et al. (2006) suggest looking at the behavior of companies strategically committed to CSR from a resource perspective. Drawing on Barney's (1991) theory, they argue that CSR can provide a sustainable competitive advantage by effectively controlling valuable, rare, inimitable, and non-substitutable resources that it can help create.

Using a resource-based perspective, Branco and Rodrigues (2006) explored how CSR can be a competitive advantage for companies. They argue that a CSR strategy is beneficial for companies both internally, particularly for employees who benefit from intangible resources such as know-how or corporate culture, and externally through the company's reputation. Branco and Rodrigues (2006) even argue that a good CSR policy enables companies to increase employee motivation, morale, commitment, and desire to stay, and even attract better employees to the company.

In addition, employees may first and foremost enjoy functional benefits from these CSR initiatives, such as improved managerial skills developed during voluntary programs (Bhattacharya et al., 2008, cited by Bhattacharya et al., 2009). Secondly, the benefits can also be psychological, as employees can more easily integrate the transition between their work and private lives. Finally, employees can adopt the company's CSR values in their professional and private lives (Bhattacharya et al., 2009).

Branco and Rodrigues (2006) add that a company with a good CSR reputation can improve its relationships with external stakeholders such as customers, investors, bankers, and suppliers. This, in turn, can increase its financial results.

Finally, companies can increase their revenues by benefiting from various bonuses and subsidies through the implementation of CSR initiatives. For example, a company that has installed a recycling, waste reduction, or green energy consumption system not only benefits from various subsidies but also improves its financial performance by using efficient equipment that reduces operating costs (Branco & Rodrigues, 2006).

We have therefore seen that a company can derive several internal and external benefits from a good CSR policy and set itself apart from its competitors.

4.1.3 The study by Rodrigo and Arenas (2008)

Rodrigo and Arenas (2008) examined the different perceptions and reactions that employees may have following the introduction of a new CSR program within a company. According to them, two different attitudes can be observed: one towards the organization and another towards society. These are subdivided into four categories:

1. **Acceptance of the organization's new role:** With the introduction of a new CSR program, employees develop new behaviors and emotions related to the new role the company has taken on.
2. **Identification with the organization:** When employees react favorably to the organization's new role, which is in line with their social views.
3. **The importance attached to the work performed:** some employees feel more responsible, more connected to the company, and therefore more committed to their work.
4. **A sense of social justice:** a perception that many employees develop through “ethical training” (company-funded training or workshops on business ethics) offered by the new CSR program and personal experiences

Finally, Rodrigo and Arenas (2008) conclude by classifying employees according to their attitudes following a new CSR initiative: the committed employee (very concerned and enthusiastic about new initiatives, identifies with the organization), the indifferent employee (understands the company's new role but does not identify with it to any great extent), and the dissident employee (strongly disagrees with the organization's new role, is only interested in the money his work brings him and does not care about any social significance).

We have just seen, via Rodrigo and Arenas (2008), that the CSR actions implemented by their company do not leave employees indifferent. We will now look more specifically at perceptions identified in the scientific literature, including perceived external prestige, organizational pride, organizational identification, sense of social justice, and organizational social capital.

4.1.4 Categorizing Social Responsibility: Internal vs. External Dimensions

In general, we can distinguish Corporate Social Responsibility (CSR) into two distinct spheres, which refer to different areas of responsibility that a company assumes toward its stakeholders: initiatives that are directed toward external social causes and those focused on the organization's internal environment.

- **External CSR: Outward Engagement**

External CSR generally relates to the company's participation in social programs and charitable activities, support for local communities, environmental protection, and the implementation of ethical practices in the supply chain.

It refers to strategies, actions, and initiatives in which a company handles societal needs beyond its organizational boundaries, with the aim of having a positive impact on society and the environment, primarily through philanthropic contributions or specific business practices (Hydock et al., 2020). These campaigns often leverage consumer participation to meet charitable objectives, such as donating a percentage of sales earnings to a cause (Varadarajan & Menon, 1988; Grau et al., 2007) or facilitating employee volunteer programs (Hydock et al., 2020).

External CSR can enhance the company's reputation and positive interaction with society. The literature suggests that for external CSR to be successful, it must be perceived as authentic and deeply integrated into the company's core mission, rather than treated as a superficial promotional tactic.

- **Internal CSR: Structural Change**

On the other hand, internal CSR emphasizes initiatives that the company adopts within the organization to enhance employee well-being, such as enhancing workforce diversity or implementing internal climate change protocols, that align the organization's structure with growing social values. Unlike the external focus on charity partnerships, internal CSR focuses on the "strength, expertise, and power" of the organization's own teams, seeking to improve working conditions, create a healthy and safe work environment, provide fair compensation, ensure equal opportunities, and support education and professional development.

This approach is increasingly utilized to signal authenticity. Internal CSR involves "walking the walk" by diversifying leadership or reforming internal justice policies. These actions

demonstrate a willingness to undertake the difficult work of self-reform rather than merely “throwing money” at a problem. This distinction is vital; Hawn and Ioannou (2016) found that a gap between external “talk” and internal “action” can actively harm organizational performance.

Even though internal CSR has the potential to strengthen credibility, it also poses unique challenges. By communicating internal reforms, a company may unintentionally expose systemic issues within the company that were previously unnoticed (Carlini & Grace, 2021). However, when internal CSR is validated by external sources, these claims significantly enhance the organization’s perceived ethical position, reflecting a deeper level of engagement with social change than external philanthropy alone (Carlini & Grace, 2021), resulting in increased levels of job satisfaction.

4.1.5 The Impact of CSR Initiatives on Organizational Phenomena

According to Davies et al. (2003, cited by Story & Neves, 2015), individuals evaluate organizations in the same way they evaluate people. Based on this analysis and drawing on the idea of Rupp et al. that certain stakeholders are more interested in the reasons for investing in CSR initiatives than in the practices themselves, Story and Neves (2015) demonstrated that when employees perceive CSR initiatives as both intrinsic and extrinsic, this influences their “in-role” and “extra-role” performance. As a reminder, employees may first perceive the company's CSR initiatives as intrinsic, i.e., when the firm engages in a practice because it truly cares about and is committed to it. Second, employees may perceive their organization's CSR practices as extrinsic, i.e., the company invests in an action because it expects something in return, as a kind of investment strategy. Story and Neves (2015) therefore demonstrated that CSR practices that are considered both good for society and strategic for the company influence both types of performance. The authors strongly emphasize that this increase in employee performance only occurs when CSR activities are seen as intrinsic (consistent with the company's moral values) and extrinsic (consistent with the group's strategy). Story and Neves (2015) emphasize that employees can distinguish between the two types of practices, as they are in the best position to judge the company's decisions based on its history, culture, and values. The authors suggest that CSR can be a potential strategy for motivating employees, as it can foster a positive attitude that benefits the firm.

4.2 Corporate Activism and Its Organizational Impact

While the field of Corporate Social Responsibility (CSR) continues to develop, there is a more proactive and often controversial phenomenon that has gained prominence in recent years: corporate activism. Unlike traditional CSR initiatives, which generally emphasize widely accepted social objectives such as environmental advocacy or charity, corporate activism has companies publicly align themselves with divisive social, political, or moral issues (Dodd & Supa, 2015). While CSR is widely perceived as producing positive societal outcomes, corporate activists' positions do not seem to enjoy the same level of consensus about their helpful impact. CSR initiatives are usually well-received by consumers as long as they are neutral and widely accepted, while activist actions do not necessarily lead to positive results, as the company takes a stance on controversial sociopolitical issues.

Within the context of corporate activism, also referred to as corporate social advocacy, organizational leaders express positions on sociopolitical issues that lie outside the firm's core business activities (Chatterji & Toffel, 2016, 2017; Dodd & Supa, 2015). This evolution marks a transition from traditionally "neutral" corporate citizenship toward more explicit engagement and is reshaping how employees interpret and relate to their organization's values.

4.2.1 Defining Corporate Activism

Corporate activism consists of business efforts to promote, prevent, or steer social, political, economic, or environmental reforms or stagnation, with the aim of promoting or hindering improvements in society (Eilert and Nappier Cherup, 2020). It aims to bring about social change by influencing the attitudes and behaviors of stakeholders within its institutional environment. It can be either progressive or conservative. It involves a company's public stance in favor of or against controversial sociopolitical issues. It typically supports and promotes a social, cultural, economic, or environmental issue aligned with the company's values and vision.

In the past, corporate communication and activism were viewed as two concepts, if not contradictory, at least incompatible. However, in the aftermath of the 2010s global financial crisis, there has been a noticeable shift. This could be explained by various factors, such as the exponential rise of technology and social media, the rise of social movements, and the unprecedented visibility they could now enjoy. Nowadays, corporate activism has entered the mainstream, and stakeholders such as the general public, customers, and employees

altogether are now increasingly expecting corporations to be more accountable, transparent, and consistent in their values (Adi A., 2019).

Corporate activism refers to a company's public communications and actions regarding sociopolitical issues that are not necessarily linked to its core business activities (Eilert & Cherup, 2020). While corporate social responsibility (CSR) is generally viewed as a more "defensive" approach aimed at minimizing harm or responding to stakeholder expectations, corporate activism takes a more "offensive" stance. It seeks to actively influence or promote social change. Common issues addressed by corporate activism include LGBTQ+ rights, racial justice, immigration policy, and engagement with specific political movements.

Its value depends on the content, motives, and consistency of the company's actions. On the one hand, it can be considered positive when it aligns with societal values, is expressed authentically, is supported by corporate practices, and contributes to progressive social change. On the other hand, it can be negative or even harmful when it is used as a pretext for marketing purposes, contradicts the company's internal practices, polarizes public opinion without accountability, or supports conservative positions that harm society.

The shift from traditional CSR to corporate activism is often driven by the increasing politicization of the marketplace, in which consumers and employees expect brands to reflect and uphold their personal values. In this context, remaining silent is no longer perceived as neutral; instead, it is interpreted as an implicit approval of the predominant social or political status quo.

This dynamic has also become increasingly prominent in job seekers' decision-making processes. Whereas earlier generations, such as Baby Boomers, tended to prioritize job security and financial compensation, Millennials have brought a different set of career expectations. As highlighted in PwC's *Millennials at Work – Reshaping the Workplace* report, this generation places strong emphasis on purpose-driven work and opportunities to contribute meaningfully to society. As a result, Millennials are particularly attentive to and take pride in the ethical positioning and social stance of their employers.

4.2.2 The Impact of Corporate Activism on Organizational Phenomena

Corporate activism can influence employee engagement positively or negatively, depending on specific circumstances and factors. When the company's activist positions and actions are perceived as authentic and align with employees' values, their emotional connection to the organization is more likely to be strengthened, leading to increased commitment,

satisfaction, and productivity (Cammarota et al., 2023). Organizational identification and the perception of authenticity serve as critical reinforcing mechanisms for this relationship. Conversely, in cases where the company's activist stances do not align with employees' beliefs or are perceived as insincere, this may lead to dissatisfaction, disruption of internal balance, and ultimately a weakening of commitment (McKean and King, 2024).

Companies engaged in activism use their platform to influence social change and express their values. Internal branding can reinforce activism, as employees who understand and support the company are more likely to participate in social initiatives and strengthen the company's image in the market (Tong and Kang, 2025). The company's authenticity and alignment with social issues reinforce job candidates' positive attitude toward the company. However, a lack of authenticity may have negative consequences (Liewendahl, 2025). Job seekers' alignment with the statements of activist CEOs leads to an increase in the organization's attractiveness (Appels, 2023). Although corporate activism may enhance employee commitment and satisfaction, more quantitative studies are needed to examine this relationship in light of authenticity, ideological identification, and internal engagement (Cammarota et al., 2023).

The main internal effects of corporate activism can be understood through the lens of Social Identity Theory (SIT). When a company takes a strong position on a controversial social issue, it communicates a clear, distinct organizational identity. Employees who align with these expressed values are more likely to experience heightened organizational identification, which in turn fosters stronger feelings of pride, satisfaction, and belonging (Bhattacharya & Sen, 2004). When the personal and organizational values align, employees can build their self-identity through their employer's values, embracing the company's identity as part of their own.

According to the literature of "organizational citizenship behavior" (OCB) (e.g., Morrison 1994, Organ 1988), these perceptions and job satisfaction can further result in better work performance, as employees are more willing to "go that extra mile", beyond what is formally required in their contract, such as voluntarily taking on additional workload, helping colleagues, etc. Organizational identification has been shown to positively affect employee performance, including embracing the company's mission and putting in extra effort. When the values of the employer and employees align, this results in higher organizational identification and job satisfaction (Brockner et al., 2014).

Despite its potential benefits, corporate activism can pose significant internal risks, especially concerning employee harmony. Since activism deals with "controversial" issues, it can potentially polarize the workforce. For employees whose personal beliefs conflict with the company's public stance, corporate activism might be met with scepticism and lead to feelings of disidentification and outright opposition. This can result in a decrease in engagement, feelings of alienation, and a greater chance of employees intending to leave the organization.

Moreover, the perceived authenticity of activism is subject to higher scrutiny. When a firm has a noticeable discrepancy between the deeds and words, i.e publicly advocates for social or political causes while simultaneously engaging in practices such as aggressive cost-cutting or unfair labor policies, its activism may be viewed as hypocritical, resulting in a significant decline in organizational trust (Vlachos et al., 2013). Employees who perceive the company's activist efforts as genuine tend to identify with it, which leads them to adopt attitudes aligned with the organization's values. Since identification with the organization is a critical pillar of organizational commitment theory, authentic activism can serve as a factor that strengthens commitment (Miguel and Miranda, 2024).

Research indicates a clear transgenerational divide in expectations regarding corporate activism. Younger cohorts, including Millennials and Gen Z, have an increased awareness of social issues and concerns and are more likely to regard activism as a moral obligation, responding positively to it, whereas older employees often favor a clearer boundary between professional life and political engagement (Bhagwat et al., 2020). Similarly, employees with higher education levels, who may have a broader understanding of sociopolitical issues (Muralidharan et al., 2024) and individuals from marginalized communities (Nardini et al., 2021), may also be more positively predisposed towards corporate activism.

4.2.3 Conclusion

Table 2 below summarizes the principal points through which the four aforementioned theories are linked to the dependent variables examined in this study. Specifically, it illustrates how each theory contributes to explaining how employees' attitudes, perceptions, and behavioral intentions are affected by each theoretical framework in the context of Corporate Social Responsibility (CSR) and Corporate Activism. The table provides a conceptual foundation to further support the development of the study's hypotheses.

Table 2: Theoretical Foundations of the Dependent Variables

Theoretical grounding	Dependent Variables
Social Identity Theory (SIT)	Organizational pride is likely to increase when there is an alignment between the organization's values and those of its employees. The identification with the company's ethics can strengthen the emotional attachment, hence the attitudinal commitment, and even inspire employees to engage in extra-role behaviors and perform beyond their formal tasks, enhancing behavioral commitment. Working for a socially responsible company can increase the levels of job satisfaction.
Attribution Theory & Perceived Authenticity	Perceived authenticity in CSR and Corporate Activism can increase pride, behavioral commitment, and job satisfaction, while perceived manipulation and inconsistency can weaken these outcomes, particularly attitudinal commitment.
Organizational Justice Theory	Fair organizational behavior is strongly related to pride and job satisfaction and may increase loyalty and emotional attachment (attitudinal commitment), while motivating overall organizational citizenship behaviors, cooperation, and willingness (behavioral commitment).

Social Exchange Theory	If an organization gives back to society in a beneficial way, employees may feel more pride and higher job satisfaction , and could reciprocate with stronger emotional bonds (attitudinal commitment) and/or long-term support (behavioral commitment).
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Source: Author's own elaboration.

4.3 Hypothesis Development

After reviewing various concepts related to corporate social responsibility (CSR) and Corporate Activism, we will now formulate our research questions by proposing several hypotheses regarding the variables likely to be impacted by employees' perceptions and reactions to their company's CSR and Corporate Activism policy.

The thesis aims to answer 12 research questions, linking CSR and Corporate Activism to Pride, Satisfaction, and Commitment:

- Hypothesis 1 (H_1): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to increased levels of **job satisfaction**
- Hypothesis 2 (H_2): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to **attitudinal commitment**
- Hypothesis 3 (H_3): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to **behavioral commitment**
- Hypothesis (H_4): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to increased levels of **organizational pride**
- Hypothesis 5 (H_5): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to increased levels of **job satisfaction**
- Hypothesis 6 (H_6): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to **attitudinal commitment**
- Hypothesis 7 (H_7): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to **behavioral commitment**

- Hypothesis 8 (H_8): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to increased levels of **organizational pride**
- Hypothesis 9 (H_9): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to increased levels of **job satisfaction**
- Hypothesis 10 (H_{10}): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to **attitudinal commitment**
- Hypothesis 11 (H_{11}): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to **behavioral commitment**
- Hypothesis 12 (H_{12}): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to increased levels of **organizational pride**

5. Research Design

5.1 Type of Research

In scientific research, the two principal approaches commonly used in the study of social and organizational phenomena are qualitative and quantitative research. Each approach is grounded in a distinct philosophical foundation and methodological framework, and the choice between them depends largely on the study's objectives and the nature of the research question(s) (Creswell, 2014).

Every type of research has its own specific advantages and disadvantages. Qualitative research is typically based on methods such as interviews or focus groups and seeks to investigate and interpret sophisticated phenomena in depth. It is particularly appropriate when the goal is to understand meanings, perceptions, and subjective experiences, especially in contexts where interpretation and context are central to the analysis (Bryman, 2016). At the same time, it is characterized by flexibility, as the researcher can adapt the data collection process based on the responses. However, it has limitations, such as the small number of participants, which does not allow for the generalization of conclusions. Furthermore, the interpretation of the data relies heavily on the researcher's subjective judgment. Finally, data analysis is often time-consuming and requires systematic processing without the support of statistical tools.

Quantitative research, in contrast, relies on structured instruments such as surveys and statistical analysis. It allows the collection of data from larger samples, thereby reducing the potential for generalization bias. It is most appropriate when the aim is to test hypotheses, examine patterns, and identify relationships between clearly defined variables (Saunders et al., 2019). In addition, the use of digital tools makes data collection more efficient and practically feasible for large samples. However, the quantitative approach limits the exploration of subjective perceptions and experiences, relies on predetermined answers, and may overlook the participants' cultural context, thereby limiting a comprehensive understanding of the findings.

For the purposes of this study, I selected a quantitative research design. I have opted for this because I wanted to identify and analyze general trends within a relatively large sample

representative of the target population to measure correlations between variables and draw generalizable conclusions.

Given the presence of clearly specified variables and predefined hypotheses, a structured methodology using standardized survey instruments and statistical analysis was deemed most appropriate. This approach facilitates the systematic examination and rigorous testing of relationships between variables and supports the empirical validation of the proposed assumptions.

5.2 Survey Instrument

For this study, a structured questionnaire was developed as the primary data collection instrument. First, I conducted an extensive review of the relevant literature to develop the questionnaire. Specifically, I consulted high-quality academic journals (ABS 3 and ABS 4) to identify other previously validated measurement scales that capture the core variables of interest: corporate social responsibility (CSR), corporate activism, and key organizational outcomes such as pride, commitment, and job satisfaction.

The constructs were measured using a 7-point Likert scale, ranging from 1 (Strongly disagree) to 7 (Strongly agree). After establishing the appropriate measurement scales and sets of items operationalizing each construct, demographic questions (e.g., age, gender, tenure, marital status) were incorporated, along with selected organizational characteristics relevant to the types of companies in which respondents were likely to be employed. Based on these components, the initial draft of the questionnaire was prepared.

The initial version of the questionnaire was submitted to an academic reviewer to ensure compliance with the institution's research ethics guidelines. I was provided feedback on clarity, structure, and ethical considerations, and then, I proceeded to the necessary revisions. Afterwards, I conducted a pilot study with five employees who did not participate in the final data collection. The purpose of the pilot test was to ensure that none of the questions violated any company confidentiality policies or addressed sensitive information inappropriately, and to confirm that all items were clear, comprehensible, and not ambiguous.

After integrating all feedback from both the academic review and the pilot test, the final version of the questionnaire was completed. I drafted a cover letter to accompany the survey, defining the purpose of the study, indicating the estimated completion time, and explicitly assuring respondents of the confidentiality and anonymity of their responses. Moreover, I clarified that participation was entirely voluntary, and no identifying information was collected. Lastly, I shared my academic email for any questions regarding this study.

The finalized questionnaire, together with the cover letter, was then distributed to the selected participants via the Google Forms platform. Both documents are included in Appendix A of this thesis. The survey remained open to various employees over a nine-week period, starting in December 2025. To maximize accessibility and engagement among the target population, the survey was professionally translated into Greek and the localized version refined through pilot testing. Distribution was conducted via email, with scheduled weekly follow-ups to optimize the overall response rate.

5.3 Sample

The survey was distributed to approximately 500 employees and yielded 105 valid responses, representing a response rate of 21%. This is deemed as perfectly acceptable for a similar research type (Saunders et al., 2023).

The analysis of the sample is essential, as it provides insight into key demographic and socioeconomic characteristics of the participants, such as gender, age, educational level, marital status, years of work experience, and annual income. At the same time, it includes characteristics of the companies where the participants work, such as type of ownership, size, industry, and years in operation. These parameters are presented through charts and accompanied by a brief explanation in order to highlight the composition of the sample and ensure the validity and representativeness of the results.

All figures in this chapter were developed by the author using data collected through the questionnaire survey conducted for this study. Therefore, individual source notes are omitted unless a different source is explicitly indicated.

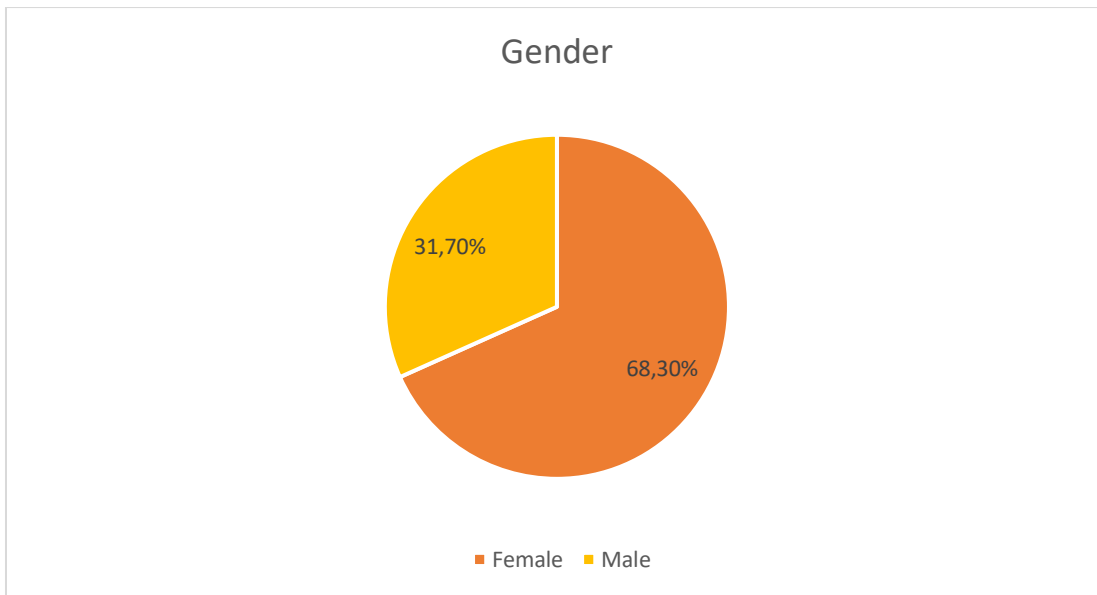


Figure 2: Gender Distribution of Respondents

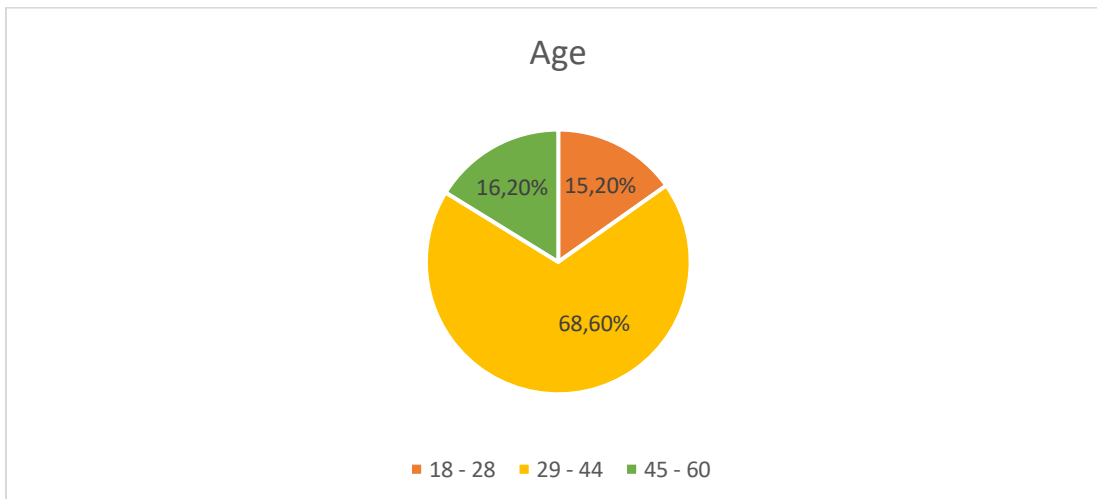


Figure 3: Age Distribution of Respondents

Of the respondents, 72 were women, and 33 were men. The disproportionately high participation of women may be related less to the composition of the workforce and more to a greater willingness to respond to the questionnaire. Regarding the age groups of the people surveyed, 15.24% were between 18 and 28 years old (Generation Z), 68.57% were between 29 and 44 years old (Millennials), and 16.19% were between 46 and 60 years old (Generation X).

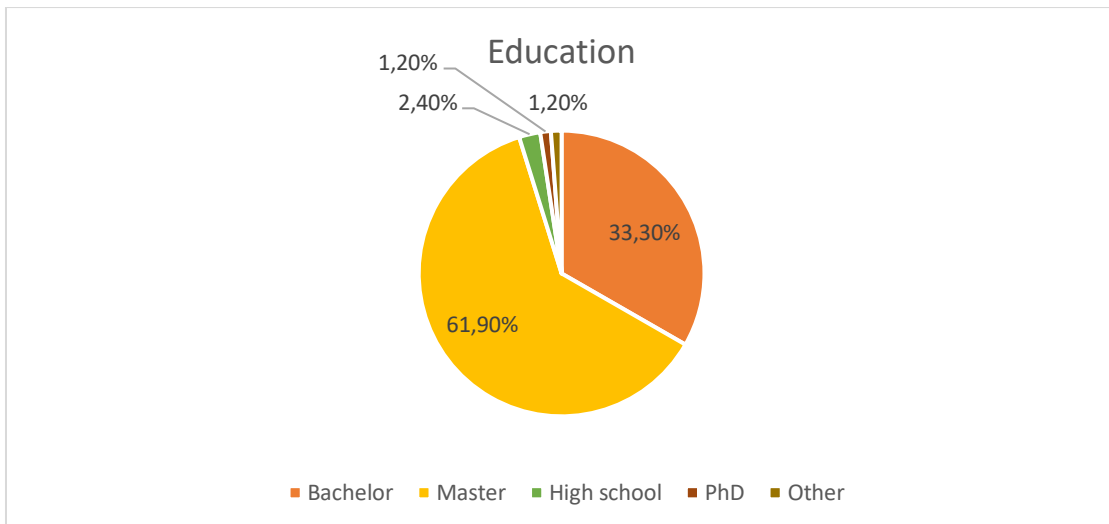


Figure 4: Education Distribution of Respondents

The large majority of the respondents (61.90%) have a Master's degree, while the 33.33% a Bachelor's degree, suggesting that they are highly educated overall.

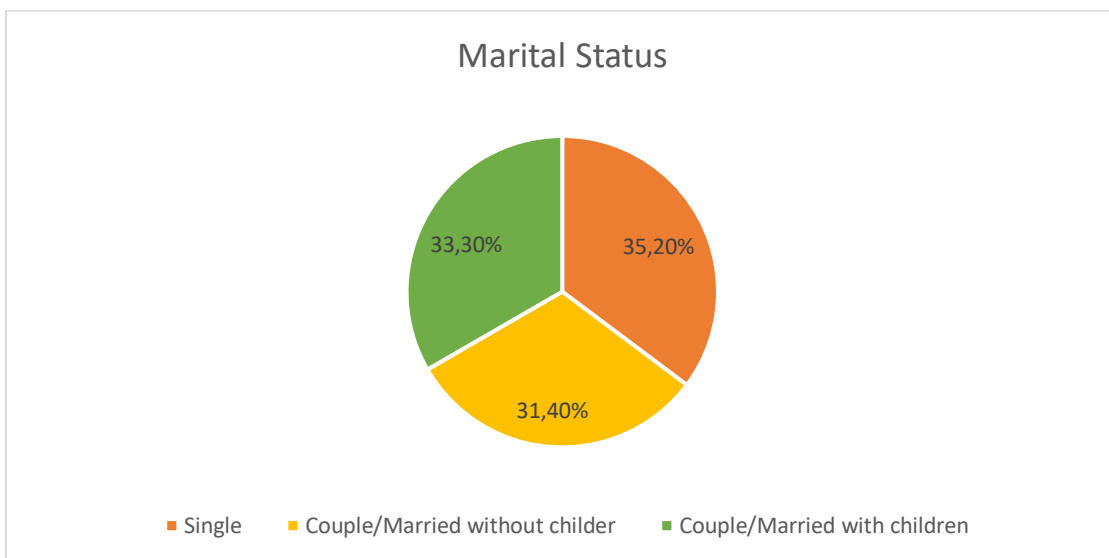


Figure 5: Marital Status Distribution of Respondents

Among the 105 respondents, 37 are single, 33 are married or living with a partner without children, and 35 are married or living with a partner with children. The distribution is quite balanced, with each category being approximately one-third of the sample, and different marital statuses are represented.

Regarding their position within the organization, 75.24% are employees and 24.76% are managers.

The income distribution of the sample is primarily concentrated in the lower-to-middle brackets, with the €10,001–€20,000 range being the most frequent (n=41). This is followed by the €20,001–€30,000 category (n=20) and the under €10,000 group (n=19). Combined, these three segments represent over 76% of the total respondents. Higher income brackets were less represented: 15.24% earned between €30,001 and €40,000, while the remaining 7.6% of the sample was distributed across the top tiers.

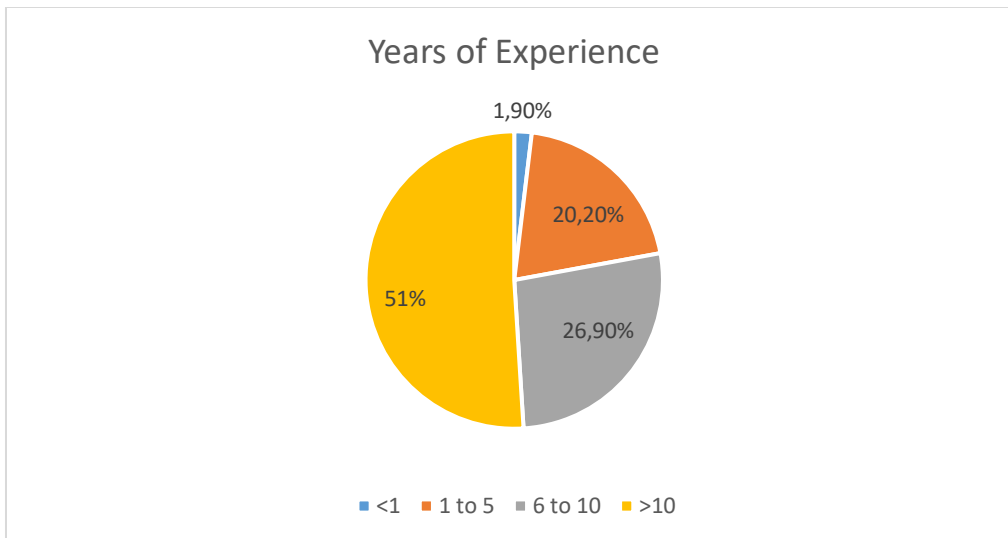


Figure 6: Years of Experience Distribution of Respondents

51% of the respondents have more than 10 years of work experience, 26.9% have between 6 and 10 years of experience, and 20.2% between 1 and 5 years of experience. Hence, we can say that the sample is mostly composed of experienced professionals (more than half have over a decade of experience).

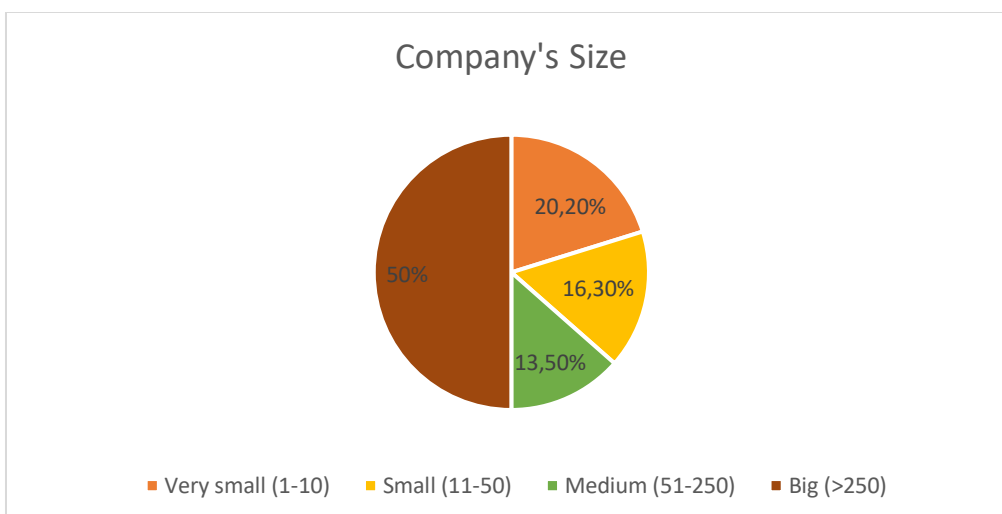


Figure 7: Company Size Distribution

Regarding the organizations’ demographics, the majority (50%) of the respondents work in large companies (with more than 250 employees), 20.2% in very small companies (1–10 employees), 16.3% in small companies (11–50 employees), and 13.5% in medium-sized organizations (51–250 employees).

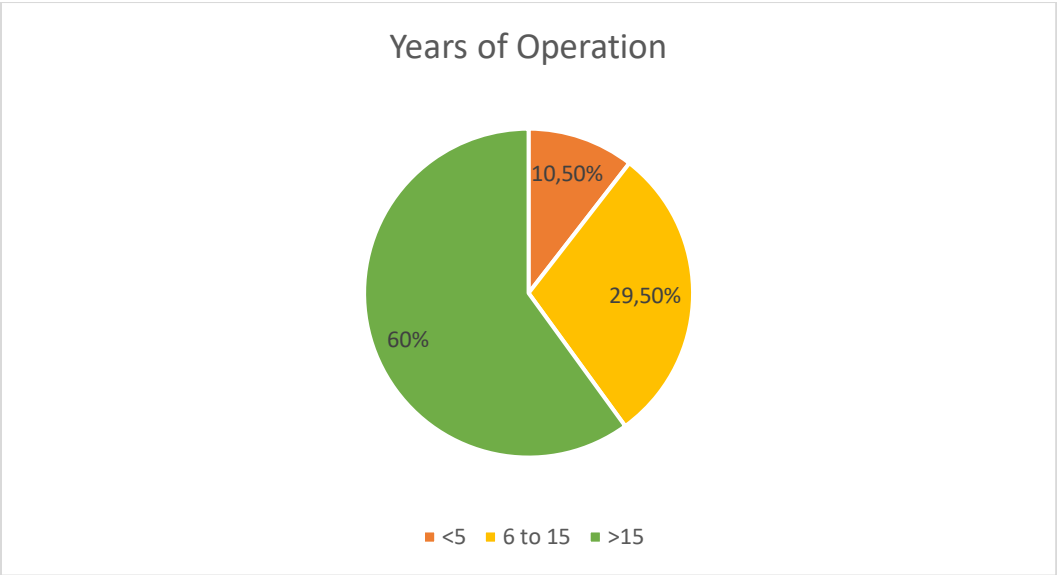


Figure 8: Years of Operation of Respondents’ Companies

Regarding organizational age, 60% of respondents’ organizations have been operating for more than 15 years, 29.5% for 6 to 15 years, and 10.5% for 5 years or less. Thus, the majority of the respondents work for well-established organizations.

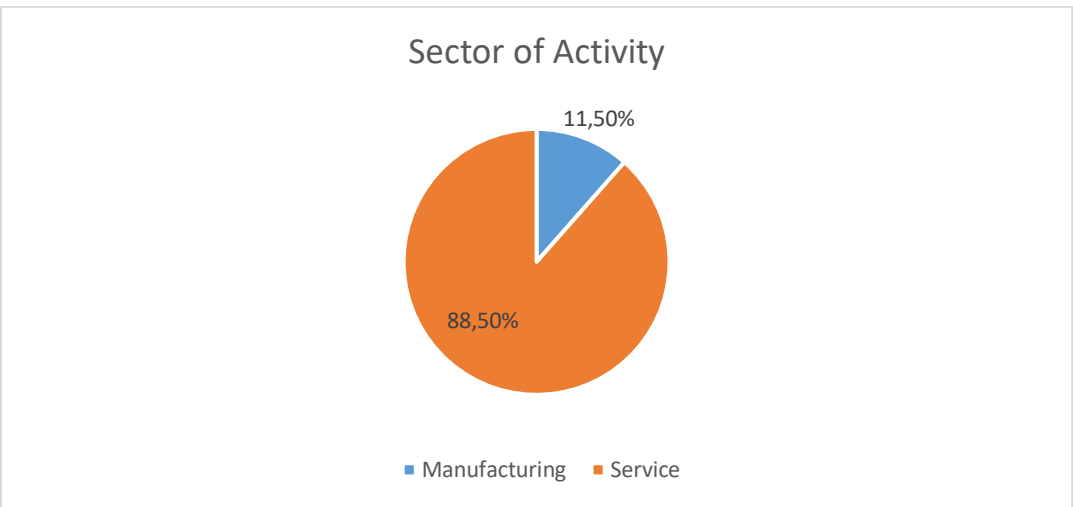


Figure 9: Sector of Activity of Respondents’ Companies

The majority (88.5%) work in the services sector, whereas only 11.5% are employed in manufacturing; this distribution is largely expected as the Greek economy is primarily service-oriented.

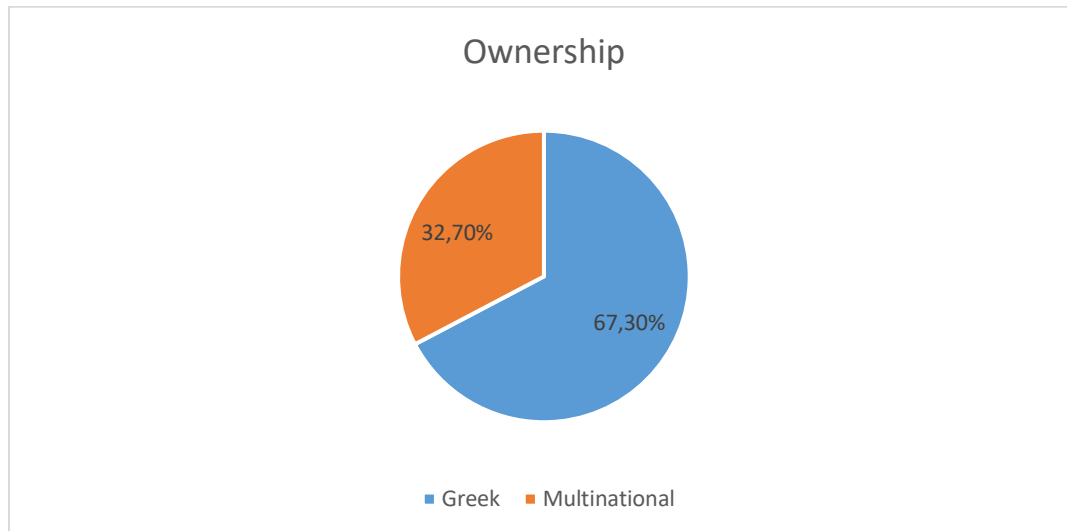


Figure 10: Ownership Structure of Respondents' Companies

67.3% of respondents work for Greek organizations, while 32.7% work for multinational companies. Even if the majority have experience with domestic employers, the multinational companies are adequately represented to have different perspectives.

5.4 Operationalization of variables

The primary objective of this research is to evaluate the impact of specific organizational constructs on key employee outcomes. Consequently, the research model is structured around three categories of variables: independent, dependent, and control. The independent variables consist of Internal Corporate Social Responsibility (ICSR), External Corporate Social Responsibility (ECSR), and Corporate Ability (CA). We want to examine how these predictors impact organizational phenomena, and specifically our four dependent variables: Organizational Pride, Attitudinal Commitment, Behavioral Commitment, and Job Satisfaction. The scale used for all items within each construct is a 7-point Likert scale (“Strongly Disagree”, “Disagree”, “Slightly Disagree”, “Neither Agree nor Disagree”, “Slightly Agree”, “Agree”, and “Strongly Agree”). To ensure the internal validity of the model and isolate the effects of these core constructs, the study incorporates several control variables, including individual respondent demographics (e.g., age, gender, annual income) and organizational characteristics (e.g., firm size, sector of activity, etc.).

For the operationalization of variables, please see the table below, which shows the items used for each construct. It is important to note that all items used in this questionnaire are drawn from the scientific literature and have already demonstrated validity.

For each of these measurement scales, we assessed its internal consistency using Cronbach's alpha. This index ranges from 0 to 1, with a value of 0.70 generally recognized as the threshold for acceptable reliability in social science research (Nunnally, 1978). In the present study, while most constructs exceeded this threshold, two scales (Behavioral Commitment and Internal CSR) yielded coefficients slightly less than 0.70. According to Hair et al. (2018) and Robinson et al. (1991), Cronbach's Alpha values as low as 0.60 are considered statistically acceptable in exploratory research or when dealing with smaller sample sizes and fewer scale items. As a result, all constructs in this model demonstrate sufficient internal consistency to proceed with further statistical analysis. The detailed operationalization, including the number of items per variable and their respective reliability scores, is presented in Table 3 below.

Table 3: Operationalization of Variables

Construct	Type of Variable	Operationalization	Source	Cronbach Alpha
Organizational Pride	Dependent	1.I am proud to be part of this organization. 2.I feel proud to identify myself as a member of this organization. 3.I am proud to tell others I work for this organization. 4.I am proud of what this organization has achieved. 5.I am proud of the performance of this organization. 6.I am proud of this organization's successes.	Gouthier, M. H. J., & Rhein, M.	0.852
Att. Commitment	Dependent	1.I would be very happy to spend the rest of my career in this organization. 2.I really feel as if this organization's problems are my own.	Meyer, J. P., & Allen, N. J.	0.707

		3.I do not feel like “part of my family” at my organization. 4.I do not feel “emotionally attached” to this organization. 5.This organization has a great deal of personal meaning for me. 6.I do not feel a strong sense of belonging to my organization.		
Beh.Commitment	Dependent	1.It would be very hard for me to leave my organization right now even if I wanted to 2.One of the few negative consequences of leaving this organization would be the scarcity of available alternatives 3.If I had not already put so much of myself into this organization, I might consider working elsewhere 4.Too much of my life would be disrupted if I decided I wanted to leave my organization 5.c 6.I believe that I have too few options to consider leaving this organization 7.One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have there	Meyer, J. P., & Allen, N. J.	0.681
Job Satisfaction	Dependent	1.I find real enjoyment in my job	Agho, A. O., Price, J. L., & Mueller, C. W.	0.742

		2.I like my job better than the average person 3.I am seldom bored with my job 4.I would not consider taking another kind of job 5.Most days I am enthusiastic about my job 6.I feel fairly well satisfied with my job		
ECSR	Independent	1. We are recognized as a trustworthy company 2.Our salespersons and employees are required to provide full and accurate information to all customers 3.Our business gives adequate contributions to charities 4.A program is in place to reduce the amount of energy and materials wasted in our business 5.The company encourages partnerships with local businesses and schools	Maignan, I., & Ferrell, O. C.	0.704
ICSR	Independent	1.The company strives to lower its operating costs 2.The company closely monitors employees' productivity 3.Top management establishes long-term strategies for our business 4.The managers of this organization try to comply with the law 5.The company seeks to comply with all laws regulating hiring and employee benefits 6.Internal policies prevent discrimination in employees'	Maignan, I., & Ferrell, O. C.	0.685

		compensation and promotion 7. We have programs that encourage the diversity of our workforce (in terms of age, gender, or race) 8. Our business has a comprehensive code of conduct 9. Fairness towards co-workers and business partners is an integral part of our employee evaluation process 10. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment) 11. Our business supports employees who acquire additional education 12. Flexible company policies enable employees to better coordinate work and personal life		
Activism	Independent	1. Large corporations should work to better society. 2. Large corporations should advocate for social issues, even when there is not a clear social consensus. 3. Large companies have an ethical obligation to push for social change. 4. Large corporations should take a political stand. 5. Large corporations should get involved in politics. 6. Large corporations have an obligation to publicly express their policy preferences. 7. When the government doesn't or won't try to fix a		0.812

		problem, large corporations should fix it themselves. 8. When the government tries to pass a bad law or unethical regulation, large corporations should try to stop them. 9. Large corporations should take action against bad government or politicians.		
Gender	Control	Female:0, Male:1	n/a	n/a
Age	Control	18-28:1, 29-44:2, 45-60:3, 61+:4	n/a	n/a
Education	Control	High school: 1 Bachelor's degree:2 Master's degree:3 Doctoral degree:4 Other:5	n/a	n/a
Marital Status	Control	Single:1 Married (no children):2 Married (with children): 3	n/a	n/a
Position	Control	Employee:0 Manager:1	n/a	n/a
Annual Income	Control	0-10.000:1 10.001–20.000:2 20.001–30.000:3 30.001–40.000:4 40.001–50.000:5 50.001–60.000:6 60.001+:7	n/a	n/a
Work Experience	Control	<1 year:1 1-5 years:2 6-10 years:3 >10 years:4	n/a	n/a
Organization size	Control	Micro:1 Small:2 Medium:3 Large:4	n/a	n/a
Organization ownership	Control	Greek:0 Multinational:1	n/a	n/a
Sector of activity	Control	Services:0 Manufacturing:1	n/a	n/a
Years of Operation	Control	<5years:1 6-15 years:2 >15 years:3	n/a	n/a

Source: Author's own elaboration.

6. Empirical Results and Findings

After formulating our hypotheses, we entered the survey data into Stata.17 statistical software. By further analyzing this data in this chapter, we will verify our hypotheses through correlation and linear regression analyses to draw conclusions for our study.

All figures, tables, and charts in this chapter were developed by the author using data collected through the questionnaire survey conducted for this study. Therefore, individual source notes are omitted unless a different source is explicitly indicated.

6.1 Descriptive Statistics

First, we will conduct a descriptive analysis of our data. Table 4 (see below) shows the mean, standard deviation, and minimum and maximum values for the different measurement scales used in our model. The first column represents the mean variables (that is, those constructed by averaging the statistical results of the different items that compose them).

We can see in these descriptive data that the means of the variables range from 3.65 to 4.86 for variables measured by a 7-point Likert scale, indicating that, on average, respondents express at least mild agreement with items measuring CSR-related constructs, organizational pride, and job satisfaction (employees generally answered between "slightly disagree", "neither agree nor disagree", and "slightly agree" regarding the questions asked). For each construct, we can compare the mean to the scale midpoint, which is 4:

- ECSR Mean: 4.86 (0.86 above midpoint)
- ICSR Mean: 4.66 (0.66 above midpoint)
- Corporate Activism Mean: 4.60 (0.60 above midpoint)
- Organizational Pride Mean: 4.64 (0.64 above midpoint)
- Att. Commitment Mean: 3.73 (0.27 below the midpoint)
- Beh. Commitment Mean: 3.65 (0.35 below the midpoint)
- Job Satisfaction Mean: 4.19 (0.19 above midpoint)

Regarding dispersion, standard deviations are generally moderate, with values ranging from 0.87 to 1.46. Notably, Organizational Pride (SD = 1.46) and Behavioral Commitment (SD = 1.31) show higher variability, suggesting more heterogeneous responses within these constructs. Relative to the 1–7 scale, these SDs correspond roughly to 12–21% of the scale

range, indicating meaningful but not extreme dispersion. The minimum–maximum ranges indicate full-scale usage in all measures, although ceiling effects are modest (e.g., ECSR max = 6 rather than 7), which may limit variance at the upper end for some items. This means that, for Internal Corporate Social Responsibility, we observe a moderately positive perception with relatively low dispersion, as indicated by the standard deviation. Moderately positive is also the perception of External Corporate Social Responsibility (slightly less than ICSR, and slightly more variability in the responses), and the same goes for Corporate Activism. Regarding Organizational Pride, we are still in a moderately positive perception, though the standard deviation is higher, so responses varied among respondents. For Attitudinal Commitment, the first construct is below the midpoint of 4, with $M = 3.73$, $SD = 0.87$, indicating consistent responses. Similarly, for Behavioral Commitment, which is even lower ($M = 3.65$), the standard deviation is higher, indicating that responses vary more. Lastly, the Job Satisfaction is moderate, slightly above 4, but definitely not strong. The responses here also vary fairly.

Overall, the descriptive statistics point to generally positive perceptions of CSR-related constructs and job satisfaction, with Attitudinal and Behavioral Commitment slightly below neutral and exhibiting greater variability in some cases. These patterns provide a nuanced baseline for subsequent analyses and suggest potential moderators for further exploration.

Table 4: Descriptive Statistics of Study Variables

	N	Minimum	Maximum	Mean	Standard Deviation
ECSR	105	1,461	6,692	4,860	1,019
ICSR	105	1,6	7	4,666	1,1504
Corp. Activism	105	1	7	4,6	1,0809
Org. Pride	105	1	7	4,639	1,4570
Att. Commitment	105	1	6	3,733	0,8714
Beh. Commitment	105	1	7	3,654	1,306
Job Satisfaction	105	1,166	7	4,185	1,344

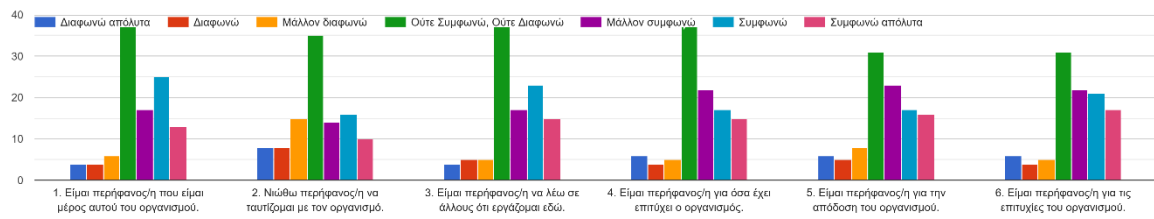


Figure 11: Distribution of Responses for Organizational Pride Items

Regarding Organizational Pride, we see that “Neither Agree Nor Disagree” is the most prevalent across all items, followed by “Slightly Agree”, “Agree”, and “Totally Agree”. The 3 options with disagreement are quite low. This indicates that, in general, there is a greater tendency to agree with the items than to disagree with them. The item that received the most “Agree” responses is the first one: “I am proud to be part of this organization.”

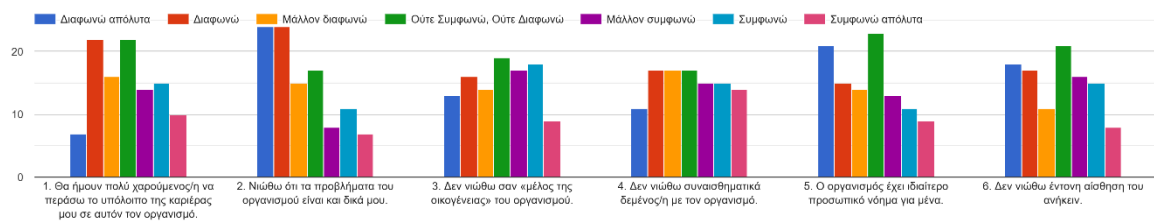


Figure 12: Distribution of Responses for Attitudinal Commitment Items

Regarding Attitudinal Commitment, there is greater variation in responses across items. “Totally Disagree”, “Disagree”, and “Slightly Disagree” are more often here, with the second item, “I really feel as if this organization’s problems are my own” receiving the highest score of “Totally Disagree” responses, followed by “This organization has a great deal of personal meaning for me”. The highest “Slightly Agree” and “Agree” answers were for the item “I do not feel like part of a family at my organization”, indicating a general lack of attitudinal commitment again.

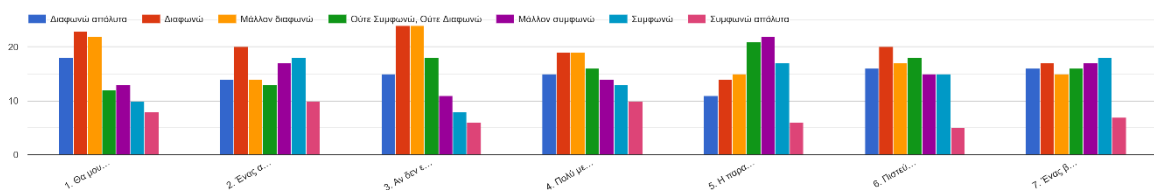


Figure 13: Distribution of Responses for Behavioral Commitment Items

Regarding Behavioral Commitment, the item with the most “Slightly Agree” and “Agree” responses is the 5th: “If I had not already put so much of myself into this organization, I might consider working elsewhere.” This indicates that there is not so much emotional attachment as personal investment that prevents employees from looking for another job. This fact may indicate a weak sense of identification with the company’s values or the absence of a culture that fosters long-term loyalty among employees. There is a clear need to strengthen employees’ emotional connection to the organization through values, inclusive policies, and by empowering their role in the company’s mission.

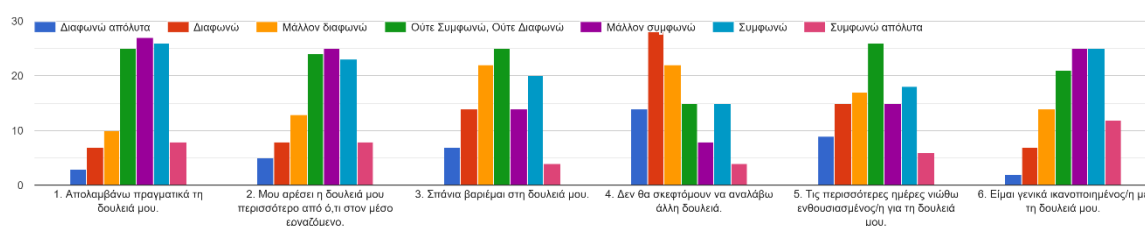


Figure 14: Distribution of Responses for Job Satisfaction Items

Lastly, regarding Job Satisfaction, “I find real enjoyment in my job”, “I like my job better than the average person”, and “I feel fairly well satisfied with my job” received significantly high responses of “Slightly Agree” and “Agree”. However, “I would not consider taking another kind of job” still received the most “Disagree” responses, showing that whilst the majority of respondents expressed relative satisfaction with their job, they do not associate remaining at their employment with personal values or a sense of responsibility, but primarily with external incentives such as working conditions or compensation, and would easily consider another job if possible. The presence of neutral and lower ratings suggests that satisfaction is not universal. There may be differences in their experiences, duties, or expectations that influence how they perceive their job overall.

For the following chart, I calculated the mean for each item in the CSR construct and then sorted them to see which items are the most (and least) significant on average. We can see that the strongest CSR dimensions are mostly about a trustworthy company, regulatory compliance, and accurate information provision, whereas respondents’ organizations seem to perform less strongly in external CSR, including environmental aspects and social contributions.

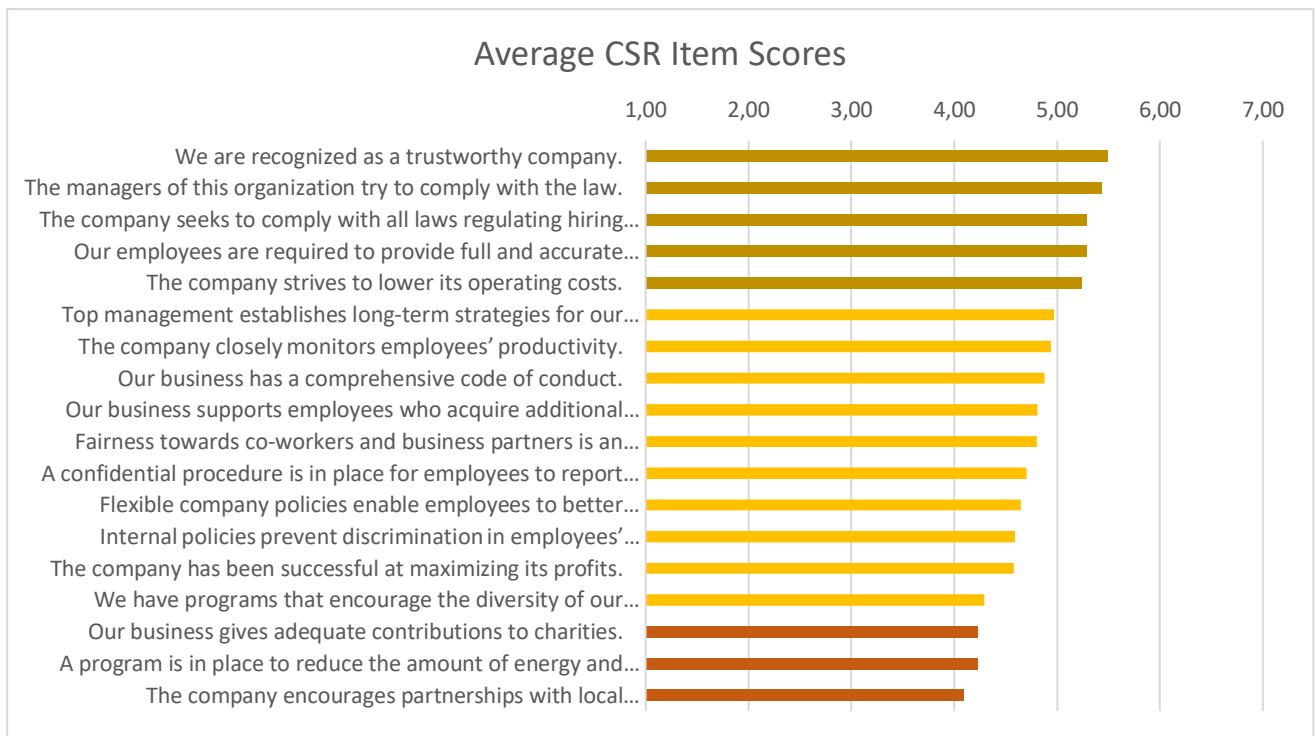


Figure 15: Average CSR Items Score

Similarly, I calculated the average of the Corporate Activism items for the next chart, and we can see that there are stronger opinions and greater variation. The respondents seem to strongly approve of the role of companies as social actors in promoting social change. However, when it comes to direct political involvement, they express more limited support or reluctance to publicly express views on sensitive issues. They seem to set a clear boundary between societal contribution and political stance.



Figure 16: Average Corporate Activism Item Scores

6.2 Correlation Analysis

The first statistical method I used was a correlational analysis. Correlation is relevant when we are looking to describe research variables and investigate the relationships among them (Sousa, Driessnack, & Mendes, 2007). I performed correlation analysis to examine the pairwise relationships between all independent variables and the dependent variable using a two-way correlation matrix. Each variable is correlated with every other variable. The result of a correlation analysis is called “Correlation coefficient” (r), whose values range from -1 to +1, where +1 indicates a perfect positive relationship and -1 indicates a perfect negative relationship. Values close to zero suggest a weak or no linear association. By definition, the diagonal elements of the matrix equal 1, as each variable is perfectly correlated with itself.

In assessing multicollinearity, we aim to avoid high correlations (typically above ± 0.70) between independent variables. In this analysis, the only relatively high correlation appears between ECSR and ICSR (0.8218), which is theoretically justified, as companies that adopt strong internal CSR practices are also likely to implement external CSR initiatives. All other correlations are at acceptable levels, indicating no serious multicollinearity concerns and supporting the suitability of the data for regression analysis (see Table 5 below).

If multiple high correlations were present, this could suggest conceptual overlap between variables (for example, respondents confusing activism with CSR). However, the correlation values are within acceptable limits and are consistent with the satisfactory Cronbach’s alpha results, indicating good internal reliability of the constructs. Last but not least, we should keep in mind that, at this point, the correlation analysis cannot be used to infer the existence of a causal relationship between variables.

Table 5: Correlation Matrix of the Study Variables

```
. correlate pride acomm bcomm js icsr ecsr activism gender age edu marital position income workexp
(obs=105)
```

	pride	acomm	bcomm	js	icsr	ecsr	activism	gender	age	edu	marital	position	income	workexp
pride	1.0000													
acomm	0.1784	1.0000												
bcomm	0.1884	0.3301	1.0000											
js	0.6473	0.1824	-0.1392	1.0000										
icsr	0.5017	0.2060	0.1123	0.3423	1.0000									
ecsr	0.5191	0.2722	-0.0268	0.4786	0.8218	1.0000								
activism	0.0476	0.0650	0.2665	-0.0579	0.1551	0.1070	1.0000							
gender	0.2936	0.2284	0.0878	0.0335	0.1572	0.0699	-0.0954	1.0000						
age	0.0725	0.2958	0.0751	0.1288	-0.1447	0.0198	-0.0989	0.0972	1.0000					
edu	-0.0868	0.0530	-0.1603	0.0409	-0.0939	-0.0057	-0.3078	0.1265	0.0998	1.0000				
marital	0.2932	0.2845	0.1111	0.3415	0.1634	0.3048	-0.0741	-0.0087	0.2672	0.1828	1.0000			
position	0.3023	0.0282	-0.0223	0.2944	0.1389	0.2557	-0.0486	0.1689	0.2658	0.1296	0.2797	1.0000		
income	0.2199	0.2858	-0.1289	0.1884	0.1838	0.3086	-0.2150	0.2012	0.3887	0.2931	0.3278	0.4550	1.0000	
workexp	-0.0897	0.1873	0.0345	0.0680	-0.1713	0.0528	-0.0139	-0.1373	0.5938	-0.0039	0.3584	0.2674	0.3602	1.0000

Note: Correlations above 0.1296 are statistically significant at the 0.005 level

6.3 Regression Analysis (Ordered Probit)

As outlined above, the independent variables (X) in this study are defined as follows: X_1 = External CSR, X_2 = Internal CSR, and X_3 = Corporate Activism. The dependent variables (Y) consist of Y_1 = Organizational Pride, Y_2 = Attitudinal Commitment, Y_3 = Behavioral Commitment, and Y_4 = Job Satisfaction. In addition, a set of control variables is included, capturing respondents' demographic characteristics and selected organizational attributes of the firms in which they are employed.

All dependent variables are measured using a seven-point Likert scale, ranging from “strongly disagree” to “strongly agree.” Higher values on the scale indicate higher levels of the respective construct. Given that the dependent variables are ordinal, reflecting ordered categories rather than continuous measurements, the appropriate estimation technique is an ordered probit model.

The ordered probit model is a regression model used when the dependent variable is ordinal, not numerical. Unlike the standard probit model, which is applied to binary outcomes (i.e., variables with only two possible categories), the ordered probit model is designed for outcomes with more than two ordered categories, as in Likert-scale responses. This approach enables the estimation of the relationship between the independent variables and the probability of observing higher or lower levels of the ordinal dependent variables (Greene, 2018).

“In ordered probit, an underlying score is estimated as a linear function of the independent variables and a set of cutpoints (McKelvey & Zavoina, 1975). The probability of observing outcome i corresponds to the probability that the estimated linear function, plus random error, is within the range of the cutpoints estimated for the outcome: $\Pr(\text{outcome}_j = i) = \Pr(\kappa_{i-1} < \beta_1 x_{1j} + \beta_2 x_{2j} + \dots + \beta_k x_{kj} + u_j \leq \kappa_i)$, where u_j is assumed to be normally distributed. In either case, we estimate the coefficients $\beta_1, \beta_2, \dots, \beta_k$ together with the cutpoints $\kappa_1, \kappa_2, \dots, \kappa_{I-1}$, where I is the number of possible outcomes. κ_0 is taken as $-\infty$, and κ_I is taken as $+\infty$ ”. This framework generalizes the binary probit model to multiple ordered outcomes

A regression analysis can go beyond correlation to express the relationship as an equation, allowing us to make predictions. I have performed 4 regression analyses, which showed us which of our independent and control variables are statistically significant and affect the dependent variables, and which have turned out not to be. Below, I have grouped only the statistically significant. The respective tables can be found in Annex B.

Table 5: Results of the Multiple Regression Analysis

	Y1 Organizational Pride		Y2 Attitudinal Commitment		Y3 Behavioral Commitment		Y4 Job Satisfaction	
	Coefficient	Standard Error	Coefficient	Standard Error	Coefficient	Standard Error	Coefficient	Standard Error
ICSR					.487**	.194		
ECSR	.379**	.174			-.425**	.170	.504***	.172
Activism					.229**	.100		
Gender	.552**	.235	.521**	.232				
Age			.480**	.235				
Education	-.336*	.195						
Marital Status	.360**	.141	.249*	.139	.262*	.139	.278**	.140
Position	.550**	.270	-.671**	.270			.473*	.268
Income								
Work Experience	-.427**	.167						

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table 6: Regression Model Summary Statistics

Regression Statistics				
Organizational Pride		Attitudinal Commitment	Behavioral Commitment	Job Satisfaction
Log likelihood	-288.68691	-280.85757	-341.34437	-328.67453
N	105	105	105	105
LR chi2(10)	63.83	32.12	22.50	37.82
Prob > chi2	0.0000	0.0004	0.0127	0.0000
Pseudo R2	0.0995	0.0541	0.0319	0.0544

The direction of the relationship is determined by the sign of the coefficient (it can be positive or negative). For example, the positive coefficient for ECSR indicates that as the company adopts more ECSR initiatives, employees' organizational pride increases. This suggests a positive relationship between ECSR and employee pride. Regarding gender (since it is coded as 0 = women and 1 = men), a coefficient of 0.552 indicates that men report slightly higher levels of pride compared to women. A negative coefficient for education implies that lower levels of education are associated with higher levels of pride. The same interpretation applies to work experience, where a negative coefficient suggests that employees with less work experience report greater pride.

The present analysis aimed to examine the effects of Corporate Social Responsibility (CSR) and Corporate Activism on key employee-related outcomes, namely organizational pride, attitudinal commitment, behavioral commitment, and job satisfaction, while also accounting for demographic factors. After examining the $P < |z|$ column of each regression analysis, I gathered the following as statistically significant for each variable (with the other variables being not confirmed statistically):

- **Organizational Pride:** ECSR, Gender, Education, Marital Status, Position, Work Experience
- **Attitudinal Commitment:** Gender, Age, Marital Status, Position
- **Behavioral Commitment:** ICSR, ECSR, Activism, Marital Status
- **Job satisfaction:** ECSR, Marital Status, Position

The first important observation concerns the role of demographic variables. Across all the regression analyses, many demographic characteristics, such as gender, marital status, position, and work experience, emerged as statistically significant predictors of multiple dependent variables. This suggests that employee attitudes and behaviors are not shaped exclusively by their organizational practices but are also influenced by individual characteristics. In particular, marital status appears consistently significant across most models, indicating that personal life conditions may play an important role in shaping workplace perceptions and attitudes. On the other hand, while this thesis intended to study differences across generations, age was found to be important only for attitudinal commitment.

Regarding the main independent variables, the findings indicate that CSR and Corporate Activism do not exert a uniform influence across all outcomes. Instead, their effects vary in both statistical significance and direction. Internal CSR was found to significantly influence behavioral commitment, but not job satisfaction or other attitudinal outcomes. In contrast, External CSR appears to have a broader and more complex impact, being consistently associated with positive employee attitudes: it positively affects organizational pride and job satisfaction, while exhibiting a negative relationship with behavioral commitment and no significant effect on attitudinal commitment. On the other hand, Internal CSR shows a more limited impact and is only supported in relation to behavioral commitment.

These results suggest that employees differentiate between internal and external CSR practices. External CSR initiatives, which are more visible, may enhance employees' sense of pride and satisfaction by strengthening the organization's public image. However, their weaker or even negative association with behavioral commitment may indicate that such initiatives are not always translated into tangible employee behaviors. This may have an explanation if the employees feel that there is a misalignment between the external image and internal practices.

Corporate Activism yielded mixed results and significantly influenced only behavioral commitment, not the other examined outcomes. This finding implies that activism may motivate employees at a behavioral level, potentially encouraging engagement or action, without necessarily shaping deeper attitudinal constructs such as pride or emotional attachment to the organization.

A comparison between CSR and Corporate Activism further highlights that these constructs do not have equivalent impact. Overall, CSR, particularly its external dimension, appears to be more consistently associated with key employee outcomes than Corporate Activism. This suggests that traditional CSR practices may remain more influential in shaping employee perceptions, while activism plays a more limited role.

In summary, the findings underline the differentiated impact of CSR dimensions and Corporate Activism on employee-related outcomes, as well as the significant role of demographic factors.

6.4 Discussion of findings

In this study, I aimed to examine the employees' perception of CSR and Corporate Activism, as well as the potential impact of these perceptions on organizational commitment and other organizational phenomena, including organizational pride, attitudinal and behavioral commitment, and job satisfaction. I grounded the study in well-established theories of Corporate Social Responsibility (CSR) and its expected impact on the key organizational outcomes mentioned above.

Based on prior literature, it was expected that positive perceptions of CSR would be associated with stronger organizational identification, higher commitment, and greater job satisfaction. The findings from the questionnaire distributed among Greek employees were more nuanced.

In terms of organizational pride, responses were gathered around neutral to moderately positive positions. While employees are not overtly negative, their sense of pride does not appear particularly strong either. This implies a certain level of identification with the organization, but not a deeply rooted attachment.

Regarding attitudinal commitment, the results indicate relatively low levels. Respondents do not strongly internalize organizational issues as their own, nor do they perceive the organization as having significant personal meaning. There is also a clear lack of a "family-like" feeling within the organization, which reinforces the notion of weak emotional attachment. This contrasts with theoretical expectations that CSR should enhance such psychological bonds.

On the other hand, behavioral commitment seems more pronounced. Employees said they remain with the organization partly because of the investments they have already made (time, effort, experience). This still aligns with perspectives of commitment, but more in terms of perceived costs of leaving, and is less driven by emotional connection.

Regarding job satisfaction, the results are generally positive. Many respondents report enjoying their work and feeling satisfied overall. However, this satisfaction does not

translate into strong retention intentions, as the majority would still consider other job opportunities.

Regarding CSR perceptions, respondents rate internal aspects higher. In contrast, external CSR dimensions, particularly environmental responsibility and broader social contribution, receive weaker evaluations. This indicates that organizations may be perceived as fulfilling their formal obligations but falling short in authenticity.

Regarding Corporate Activism, respondents generally think companies should act as agents of social change, but prefer clear boundaries and are more cautious about direct political involvement, which is viewed more critically.

If we look strictly at our control variables, I was surprised to find that age is not as statistically significant as I expected. It mattered only for the attitudinal commitment, so its overall importance across generations is limited. Work experience and education level also have a very narrow impact, negatively affecting organizational pride. The position (employee or manager) is significant in a positive direction for organizational pride and job satisfaction, and significant in a negative direction for attitudinal commitment, so we can say it is quite important, even if less consistent across outcomes. Gender is statistically significant for organizational pride and attitudinal commitment, with positive coefficients, indicating that it plays an important role for half of the dependent variables. As for the most statistically important control, marital status is the strongest and most consistent in my model. It is significant across all four outcomes, always positive, thus we can safely assume that it systematically influences our independent variables.

Overall, the findings partially support the theoretical framework. While CSR is associated with positive outcomes, particularly job satisfaction and moderate levels of pride, its deeper attitudinal commitment appears limited in this context. The overall picture is one of employees who are reasonably satisfied and behaviorally committed, but not overly emotionally attached, and who maintain a balanced, somewhat cautious view of the broader societal and political role of organizations.

6.5 Hypothesis Evaluation

This section evaluates the study's hypotheses in light of the empirical results. Based on the findings from the descriptive, correlation, and regression analyses, each hypothesis is assessed to determine whether it is supported or rejected.

Table 7: Hypothesis Testing Results

Hypotheses	Outcome
H₁	Not supported
H₂	Not supported
H₃	Supported
H₄	Not supported
H₅	Supported
H₆	Not supported
H₇	Rejected
H₈	Supported
H₉	Not supported
H₁₀	Not supported
H₁₁	Supported
H₁₂	Not supported

Source: Author's own survey data.

- Hypothesis 1 (H_1): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to increased levels of **job satisfaction**

The analysis does not reveal a statistically significant relationship between internal CSR and job satisfaction. Therefore, **H₁ is not supported.**

- Hypothesis 2 (H_2): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to **attitudinal commitment**

No statistically significant relationship is found between internal CSR and attitudinal commitment. Hence, **H₂ is not supported.**

- Hypothesis 3 (H_3): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to **behavioral commitment**

The results show a statistically significant positive relationship between internal CSR and behavioral commitment. Therefore, **H₃ is supported**.

- Hypothesis (H_4): Employees' perceptions of corporate **internal CSR** are expected to be statistically significant, positively related to increased levels of **organizational pride**

The analysis does not reveal a statistically significant relationship between internal CSR and organizational pride. Thus, **H₄ is not supported**.

- Hypothesis 5 (H_5): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to increased levels of **job satisfaction**

A statistically significant positive relationship is found between external CSR and job satisfaction. Therefore, **H₅ is supported**.

- Hypothesis 6 (H_6): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to **attitudinal commitment**

The results do not show a statistically significant relationship between external CSR and attitudinal commitment. Hence, **H₆ is not supported**.

- Hypothesis 7 (H_7): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to **behavioral commitment**

The results show a statistically significant, but negative, relationship between external CSR and behavioral commitment. Therefore, **H₇ is rejected**.

- Hypothesis 8 (H_8): Employees' perceptions of corporate **external CSR** are expected to be statistically significant, positively related to increased levels of **organizational pride**

The analysis indicates a statistically significant positive relationship between external CSR and organizational pride. Thus, **H₈ is supported**.

- Hypothesis 9 (H_9): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to increased levels of **job satisfaction**

No statistically significant relationship is observed between corporate activism and job satisfaction. Therefore, **H₉ is not supported**.

- Hypothesis 10 (H_{10}): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to **attitudinal commitment**

The results do not indicate a statistically significant relationship between corporate activism and attitudinal commitment. Hence, **H₁₀ is not supported**.

- Hypothesis 11 (H_{11}): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to **behavioral commitment**

A statistically significant positive relationship is found between corporate activism and behavioral commitment. Therefore, **H₁₁ is supported**.

- Hypothesis 12 (H_{12}): Employees' perceptions of **corporate activism** are expected to be statistically significant, positively related to increased levels of **organizational pride**

The analysis does not reveal a statistically significant relationship between corporate activism and organizational pride. Thus, **H₁₂ is not supported**.

7. Conclusion

7.1 Key findings

This study examined how employees' perceptions of Corporate Social Responsibility and Corporate Activism are connected with some key organizational outcomes, such as organizational pride, organizational commitment, and job satisfaction. Overall, the findings suggest that employees view CSR initiatives positively, especially regarding the organization's internal environment, while they appear more cautious or less impacted by the external actions. Simultaneously, participants generally expressed a positive attitude toward the idea that businesses can play an active social role; however, they did not greatly support a direct involvement in political issues. This finding suggests that employees recognize the importance of corporate social contribution but prefer clear boundaries between business and politics.

With regard to the dependent variables, the results showed moderate levels of organizational pride and relatively high levels of job satisfaction. On the other hand, employees' emotional attachment to the organization seems to be more limited, and attitudinal commitment was weaker than expected, suggesting that CSR alone is not sufficient to create and maintain a strong identification with the organization. At the same time, stronger indications of behavioral commitment were observed, suggesting that employees' retention is linked more to practical factors, such as the investment they have already made, than to strong emotional ties. This can be explained through Social Exchange Theory. The Greek labor market is generally characterized by lower levels of organizational trust and emotional commitment compared to more mature markets, so the fact that employees appear satisfied but not particularly emotionally attached to their organization is a rather expected finding.

The results also showed that certain demographic characteristics, particularly marital status, are consistently associated with the organizational outcomes examined, while other factors, such as age, educational level, and work experience, have a more limited effect.

Overall, the study's findings generally support the theoretical assumptions of Social Identity Theory, Social Exchange Theory, and the theory of Perceived Authenticity, although they suggest that in the Greek workplace, CSR and, to a lesser extent, corporate activism are associated with positive employee attitudes, primarily job satisfaction and organizational

pride, but are not sufficient on their own to create or maintain strong emotional commitment to the organization.

7.2 Theoretical and practical contribution

This study makes suggestive contributions at both the theoretical and practical levels, offering a contemporary perspective on the analysis of organizational phenomena within the current economic environment in Greece.

This dissertation examines four dependent variables and adopts a more holistic approach. This analysis provides an understanding of the impact of the two central variables through a multidimensional lens, enriching the theory of how they interact at different levels of the organizational structure.

Furthermore, the research provides valuable data to the international literature regarding the Greek business context. While most existing studies focus on advanced, well-developed economies, this study provides evidence from a mid-level peripheral economy within the European Union. In this way, it fills a significant gap in our understanding of how theoretical concepts apply to economies with their own unique characteristics.

Finally, this approach differs from the traditional emphasis on CSR's external dimension. By studying simultaneously the impact of internal CSR, as well as corporate activism. It proposes a contemporary, balanced analysis that gives equal weight to the internal dimension, highlighting dynamics that are often overlooked. Hence, the results of this study can broaden this field.

For executives and organizations, this study serves as a practical guide for strategic decision-making. The results indicate exactly where emphasis should be placed, depending on each company's strategic goals, so as to direct its resources with greater precision, selecting the appropriate combination of actions to strengthen its identity and align with its vision for the future. Specifically, the findings can be used to design a comprehensive Human Resources (HR) Policy that combines:

- A focus on specific Corporate Social Responsibility (CSR) objectives
- The integration of forms of corporate activism

7.3 Limitations

This study has obvious limitations that may influence the results; therefore, they must be acknowledged to provide context for the findings.

A first limitation of this study is the fact that it was conducted in a single-country context. While it may provide valuable insights into the domestic market, this limits the generalizability of the results. Also, our sample size is quite small compared to the total number of potential respondents. The final empirical analysis was conducted based on 105 valid responses. Although this sample size is acceptable for a thesis, it remains relatively modest. A larger sample would have allowed for more robust generalizations.

This study utilized only four independent constructs to explore the determinants of the phenomena in question. Though theoretically relevant, a more comprehensive framework could incorporate a wider array of constructs and mediators to better understand the complex determinants of the organizational phenomena.

Lastly, we used a self-report questionnaire, which is considered one of the most reliable and practical sources of data for identifying individuals' perceptions and attitudes (Spector, 1994). However, a self-reported questionnaire may lead to an overestimation of the relationships between variables due to method-related common variance (variance attributable to the measurement method rather than to the construct that the measures represent). As with any research relying on survey-based methodology, this study is subject to the inherent biases of self-reporting data. Furthermore, this research did not employ advanced statistical techniques to formally isolate Common Method Bias (CMB).

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Appendix A: Survey Questionnaire

Instructions / Consent

The following research is conducted in the context of my MBA Dissertation titled "The impact of corporate social responsibility and activism on organizational phenomena: An analysis of employee perceptions in Greece". The primary purpose of the current thesis is to examine the link between corporate social responsibility (CSR), corporate activism and employee perceptions in Greece.

Participation in the current study is completely anonymous. All responses will be used solely for academic purposes.

Demographic Information

1. Gender

- Female
- Male
- Other / Prefer not to say

2. Age

- 18-28
- 29-44
- 45-60
- 61+

3. Highest education level completed

- High school
- Bachelor's degree
- Master's degree
- Doctoral degree
- Other

4. Marital status

- Single
- In a couple/married (no children)
- In a couple/married (with children)

5. Position

- Employee
- Manager

6. Annual Income (EUR)

- 0-10,000 €
- 10,001-20,000 €
- 20,001-30,000 €
- 30,001-40,000 €

- 40,001–50,000 €
 - 50,001–60,000 €
 - 60,001 € and above
- 7. Work experience**
- Less than 1 year
 - 1–5 years
 - 6–10 years
 - Over 10 years
- 8. Company's Size**
- Micro (1-10 employees)
 - Small (11-50 employees)
 - Medium (51-250 employees)
 - Big (>250 Employees)
- 9. Company's Years of Operation**
- Less than 5 years
 - 6-15 years
 - Over 15 years
- 10. Company's Ownership**
- National
 - Multinational
- 11. Sector of activity**
- Services
 - Manufacturing

ITEMS

(Employee perceptions of) CSR

1. The company has been successful at maximizing its profits
2. The company strives to lower its operating costs
3. The company closely monitors employees' productivity
4. Top management establishes long-term strategies for our business
5. The managers of this organization try to comply with the law
6. The company seeks to comply with all laws regulating hiring and employee benefits
7. Internal policies prevent discrimination in employees' compensation and promotion
8. We have programs that encourage the diversity of our workforce (in terms of age, gender, or race)
9. Our business has a comprehensive code of conduct
10. We are recognized as a trustworthy company

11. Fairness towards co-workers and business partners is an integral part of our employee evaluation process
12. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment)
13. Employees are required to provide full and accurate information to all customers
14. The company supports employees who acquire additional education
15. Flexible company policies enable employees to better coordinate work and personal life
16. The company gives adequate contributions to charities
17. A program is in place to reduce the amount of energy and materials wasted in our business
18. The company encourages partnerships with local businesses and schools

Corporate Activism (CA)

1. Large corporations should work to better society.
2. Large corporations should advocate for social issues, even when there is not a clear social consensus.
3. Large companies have an ethical obligation to push for social change.
4. Large corporations should take a political stand.
5. Large corporations should get involved in politics.
6. Large corporations have an obligation to publicly express their policy preferences.
7. When the government doesn't or won't try to fix a problem, large corporations should fix it themselves.
8. When the government tries to pass a bad law or unethical regulation, large corporations should try to stop them.
9. Large corporations should take action against bad government or politicians.

Organizational Pride

1. I am proud to be part of this organization.
2. I feel proud to identify myself as a member of this organization.
3. I am proud to tell others I work for this organization.
4. I am proud of what this organization has achieved.
5. I am proud of the performance of this organization.
6. I am proud of this organization's successes.

Attitudinal commitment

1. I would be very happy to spend the rest of my career in this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel like "part of my family" at my organization.

4. I do not feel “emotionally attached” to this organization.
5. This organization has a great deal of personal meaning for me.
6. I do not feel a strong sense of belonging to my organization.

Behavioral commitment

1. It would be very hard for me to leave my organization right now even if I wanted to
2. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives
3. If I had not already put so much of myself into this organization, I might consider working elsewhere
4. Too much of my life would be disrupted if I decided I wanted to leave my organization
5. Right now staying with my organization is a matter of necessity as much as desire
6. I believe that I have too few options to consider leaving this organization
7. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have there

Job satisfaction

1. I find real enjoyment in my job
2. I like my job better than the average person
3. I am seldom bored with my job
4. I would not consider taking another kind of job
5. Most days I am enthusiastic about my job
6. I feel fairly well satisfied with my job

Response scale will be at a 7-point Likert

1 = Strongly disagree — 2 = Disagree — 3 = Slightly disagree — 4 = Neither agree nor disagree — 5 = Slightly agree — 6 = Agree — 7 = Strongly agree

Appendix B: Regression Output Tables

Ordered probit regression

Log likelihood = **-328.67453**

Number of obs = **105**
 LR chi2(10) = **37.82**
 Prob > chi2 = **0.0000**
 Pseudo R2 = **0.0544**

js	Coefficient	Std. err.	z	P> z	[95% conf. interval]	
icsr	-.0869584	.1920265	-0.45	0.651	-.4633235	.2894067
ecsr	.5047762	.1723954	2.93	0.003	.1668874	.8426651
activism	-.1269561	.1009343	-1.26	0.208	-.3247838	.0708715
gender	-.04797	.2298897	-0.21	0.835	-.4985455	.4026055
age	.241407	.2315164	1.04	0.297	-.2123568	.6951708
edu	-.0840352	.1905614	-0.44	0.659	-.4575288	.2894583
marital	.2780356	.1405451	1.98	0.048	.0025722	.553499
position	.4738184	.2683239	1.77	0.077	-.0520867	.9997236
income	-.0818446	.0939101	-0.87	0.383	-.265905	.1022159
workexp	-.166324	.1643303	-1.01	0.311	-.4884054	.1557573

Ordered probit regression

Log likelihood = **-280.85757**

Number of obs = **105**
 LR chi2(10) = **32.12**
 Prob > chi2 = **0.0004**
 Pseudo R2 = **0.0541**

acomm	Coefficient	Std. err.	z	P> z	[95% conf. interval]	
icsr	.0988637	.1923067	0.51	0.607	-.2780506	.4757779
ecsr	.0890704	.1695913	0.53	0.599	-.2433225	.4214633
activism	.129487	.1003107	1.29	0.197	-.0671183	.3260923
gender	.5211234	.2321892	2.24	0.025	.0660409	.9762059
age	.4805389	.235497	2.04	0.041	.0189732	.9421046
edu	.1189743	.193468	0.61	0.539	-.260216	.4981646
marital	.249236	.1397962	1.78	0.075	-.0247596	.5232316
position	-.6714681	.2704667	-2.48	0.013	-1.201573	-.141363
income	.1396675	.0933793	1.50	0.135	-.0433526	.3226875
workexp	.0529673	.1643868	0.32	0.747	-.2692249	.3751594

Ordered probit regression

Number of obs = **105**

LR chi2(10) = **22.50**

Prob > chi2 = **0.0127**

Log likelihood = **-341.34437**

Pseudo R2 = **0.0319**

bcomm	Coefficient	Std. err.	z	P> z	[95% conf. interval]	
icshr	.4876876	.1940777	2.51	0.012	.1073023	.8680729
ecshr	-.4259915	.1704789	-2.50	0.012	-.760124	-.0918591
activism	.2297238	.1009161	2.28	0.023	.0319319	.4275157
gender	.257025	.2293472	1.12	0.262	-.1924872	.7065371
age	.3082553	.2320245	1.33	0.184	-.1465044	.7630151
edu	-.1220854	.1917339	-0.64	0.524	-.4978769	.2537061
marital	.2620761	.1392798	1.88	0.060	-.0109072	.5350594
position	-.0100241	.2667766	-0.04	0.970	-.5328967	.5128485
income	-.1375266	.0951884	-1.44	0.149	-.3240923	.0490392
workexp	.0676785	.1635002	0.41	0.679	-.252776	.388133

Ordered probit regression

Number of obs = **105**

LR chi2(10) = **63.83**

Prob > chi2 = **0.0000**

Log likelihood = **-288.68691**

Pseudo R2 = **0.0995**

pride	Coefficient	Std. err.	z	P> z	[95% conf. interval]	
icshr	.1722642	.1954366	0.88	0.378	-.2107846	.5553129
ecshr	.3793291	.1741387	2.18	0.029	.0380235	.7206347
activism	.0110257	.1020804	0.11	0.914	-.1890483	.2110996
gender	.5521152	.2358223	2.34	0.019	.0899121	1.014318
age	.3518598	.2358782	1.49	0.136	-.1104529	.8141726
edu	-.3361803	.1950658	-1.72	0.085	-.7185022	.0461415
marital	.3607915	.1412232	2.55	0.011	.083999	.6375839
position	.5505055	.2702136	2.04	0.042	.0208965	1.080114
income	.027096	.0947868	0.29	0.775	-.1586827	.2128746
workexp	-.4273367	.1678804	-2.55	0.011	-.7563762	-.0982972

Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.