

## Linking Corporate Social Responsibility and Self-Determination Theory: Driving Employee Motivation, Engagement, and Organizational Performance in India

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### ABSTRACT

This study investigates the impact of Corporate Social Responsibility (CSR) dimensions—economic, legal, environmental, ethical, and philanthropic—on employee motivation, engagement, and organizational performance within Indian non-profit organizations. Grounded in Corporate Social Responsibility Theory and Self-Determination Theory (SDT), the research explores how CSR initiatives fulfill employees' psychological needs for autonomy, competence, and relatedness, thereby enhancing intrinsic and extrinsic motivation. Utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM), the study confirms that intrinsic motivation significantly mediates the relationship between CSR and employee engagement, with extrinsic motivation having a weaker but still notable effect. Furthermore, employee engagement strongly influences organizational performance, reinforcing the role of internally driven motivation. The findings suggest that aligning CSR efforts with psychological needs can foster a motivated, engaged workforce, ultimately driving sustainable organizational outcomes. This research contributes both theoretically and practically by offering a strategic framework for leveraging CSR to enhance human resource effectiveness in the non-profit sector.



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## INTRODUCTION

Sustainability practices in Indian non-profit organizations (NPOs) are crucial for achieving Sustainable Development Goals (SDGs) and ensuring long-term organizational viability. These practices involve community engagement, effective financial management, and environmental initiatives. However, NPOs face challenges such as financial constraints and limited organizational capacity, which can be mitigated by fostering partnerships and promoting sustainable leadership (Rahman et al., 2023; Samad et al., 2024). Additionally, NPOs play a key role in advancing environmental sustainability and advocating for policy changes through community-based initiatives (Sembiring et al., 2022). Governance frameworks and resource diversification are also critical for their resilience, enhancing their capacity to contribute to sustainable development (Andhityawati & Darma, 2022; Fang et al., 2025; Roshid et al., 2025).

Employee motivation plays a pivotal role in enhancing organizational performance by driving productivity, job satisfaction, and engagement. Both intrinsic and extrinsic motivation influence employee performance, with intrinsic factors such as personal satisfaction being particularly significant for long-term employee development (Layek & Koodamara, 2024). Organizational practices, such as teamwork and empowerment, also enhance motivation, leading to higher employee engagement and overall success (Khan et al., 2023). Furthermore,

reward structures and learning opportunities motivate employees to engage in knowledge management, ultimately boosting organizational performance (Atapattu & Huybers, 2021).

Employee engagement is a key driver of organizational performance, directly influencing productivity, profitability, and employee well-being. Engaged employees are more motivated, productive, and committed to their roles, positively impacting teamwork and overall workplace culture (Sathish & Krishna, 2024). High engagement levels lead to lower turnover rates, reduced absenteeism, and increased profitability, supported by effective communication, recognition, and opportunities for growth (Komen, 2024; Saiyed, Hasan, et al., 2025). Furthermore, engagement is a strong predictor of individual job satisfaction and innovative work behavior, highlighting its strategic importance in human resource development (Arshad & Ming, 2024).

This research will examine the correlation between dimensions of Corporate Social Responsibility (CSR) theory and Self-Determination Theory to employee motivation, emphasising their impact on employee engagement and organisational performance. This study seeks to investigate how the satisfaction of employees' psychological needs—autonomy, competence, and relatedness—drives intrinsic and extrinsic motivation by integrating Corporate Social Responsibility (CSR) theory with Self-Determination Theory (SDT). Additionally, it will examine how these motivational factors mediate the influence of CSR on employee engagement and subsequently lead to improved organisational outcomes. The study will examine non-profit organisations in India, offering insights into how CSR-driven motivation can enhance workforce engagement and productivity in this sector.

## LITERATURE REVIEW

**H1: Economic responsibility positively influences employee autonomy, leading to higher levels of intrinsic motivation.**

Economic responsibility combined with employee autonomy boosts intrinsic motivation, performance, and creativity. Economic responsibility increases autonomy, legal and philanthropic responsibilities improve employee competence, and environmental and ethical responsibilities increase relatedness, all of which boost intrinsic motivation. Motivation, particularly intrinsic motivation, mediates the relationship between corporate social responsibility and employee engagement. In various contexts, meaningful choices and feedback from autonomy support boost intrinsic motivation (Asumbrado & Gallardo, 2024; Mussagulova et al., 2023). In creative environments, autonomy-supportive climates boost creativity and intrinsic motivation (Nili & Tasavori, 2022; Saiyed, Kumar, et al., 2025). The relationship between autonomy and motivation is complicated because intrinsic motivation moderates the effects of autonomy on performance, and gender differences also affect performance. These interconnected relationships highlight the importance of supportive environments that foster autonomy, competence, and relatedness to boost employee engagement and align economic responsibility with organisational sustainability and success.

**H2: Legal responsibility positively influences employee competence, enhancing intrinsic motivation.**

When legal constraints are seen as unnecessary or at odds with personal values, employees may be less proactive and less motivated (Kundro et al., 2024; Saiyed et al., 2024). Legal requirements may not affect intrinsic motivation if they are seen as necessary, emphasising the importance of how these constraints are viewed (Kundro et al., 2024). Socially responsible human resource management (SR-HRM) does not directly improve organisational citizenship behaviour (OCB) or intrinsic motivation, but employee-oriented HRM and CSR facilitation do, through organisational identification (Newman et al., 2016). Legal compliance is important, but it may not boost intrinsic motivation or competence without employee-focused HRM practices. Choice boosts intrinsic motivation and performance when employees feel competent, but if perceived competence is low, choice can decrease motivation (Patall et

al., 2014). When employees feel capable and empowered, legal responsibilities that boost perceived competence can boost intrinsic motivation. Compliance with organisational policies like information system security requires intrinsic motivation, where autonomy and perceived responsibility improve compliance (Jeon et al., 2020). This emphasises the importance of creating an autonomous and responsible workplace, which can motivate employees more than legal compliance.

**H3: Environmental responsibility positively impacts relatedness, leading to an increase in intrinsic motivation.**

Environmental responsibility can positively impact relatedness, which in turn enhances intrinsic motivation, as supported by various studies that explore the interplay between environmental behaviors, intrinsic motivation, and psychological needs. Intrinsic motivation, a key driver of environmentally responsible behavior (ERB), is often linked to personal satisfaction and self-efficacy, motivating individuals to engage in actions such as purchasing organic products and recycling (López-Menchero & Mata, 2024; Taberero & Hernández, 2012). In the corporate context, external pressures from NGOs and media can enhance intrinsic motivation by highlighting the perceived financial benefits of environmental actions, thereby creating a positive feedback loop between motivation and responsibility (Graafland et al., 2021). Relatedness, the feeling of connection to others, significantly promotes self-determined motivation for pro-environmental behavior (PEB), with individuals more likely to engage in PEB when they feel aligned with the values and expectations of their community (Cooke et al., 2016). This sense of community and shared purpose enhances intrinsic motivation for environmental actions. Additionally, self-efficacy plays a mediating role in this relationship; individuals with high self-efficacy are more likely to be intrinsically motivated, which further promotes ERB (Taberero & Hernández, 2011, 2012). However, while environmental responsibility fosters relatedness and intrinsic motivation, challenges remain, particularly when external pressures are perceived as controlling, which can undermine intrinsic motivation, emphasizing the importance of supportive environments that nurture autonomy and relatedness (Graafland et al., 2021).

**H4: Ethical responsibility positively influences employee relatedness, subsequently enhancing intrinsic motivation.**

An ethical climate within an organization plays a crucial role in fostering employee relatedness, enhancing intrinsic motivation, and promoting positive outcomes such as creativity and job satisfaction. This supportive environment, characterized by trust and benevolent principles, strengthens interpersonal relationships, aligning with employees' moral values and enhancing their sense of belonging (Santiago-Torner, 2023). Ethical leadership further amplifies these effects by promoting organizational citizenship behavior and instilling respect and trust among employees, which boosts their intrinsic motivation and job satisfaction (Tangkawarow & Tanoto, 2023). In sectors like Turkish tourism, ethical leadership has been shown to significantly impact intrinsic motivation, underscoring the importance of ethical responsibility in employee motivation (Asarkaya & Akaarir, 2021). Intrinsic motivation serves as a mediating factor between ethical leadership and creativity, where ethical leadership fosters an environment that encourages innovation (Ismi et al., 2021). Additionally, corporate social responsibility (CSR) mediates the relationship between ethical leadership and job performance, highlighting the broader impact of ethical practices on employee outcomes (Aftab et al., 2021). However, while ethical responsibility positively influences employee relatedness and motivation, it must be complemented by work autonomy and other organizational factors to fully realize its benefits, as reduced autonomy can undermine the positive effects of an ethical climate on creativity (Santiago-Torner, 2023).

**H5: Philanthropic responsibility positively influences employee competence and autonomy, leading to an increase in intrinsic motivation.**

Philanthropic responsibility can significantly influence employee competence and autonomy, which in turn enhances intrinsic motivation. Studies consistently show that competence is a critical factor in driving intrinsic motivation, as evidenced by research in Bandung's highway development sector, where intrinsic motivation and competence were found to significantly improve employee performance (Permana et al., 2023). In the educational context, teachers' competence is closely linked to their intrinsic motivation, job satisfaction, and professional development, further underscoring the importance of competence in sustaining motivation and reducing burnout (Uysal, 2023). Autonomy also plays a crucial role in fostering intrinsic motivation. For instance, research involving Grade 4 students demonstrated that autonomy support, through meaningful choices and feedback, significantly boosts intrinsic motivation, a principle that is similarly applicable in workplace settings (Asumbrado & Gallardo, 2024). Additionally, autonomy support from managers and co-workers has been shown to enhance intrinsic motivation, with varying effectiveness depending on the occupational context (Jungert et al., 2021). While some studies, like those on video game players, did not find significant differences in motivation between autonomy and non-autonomy conditions, they still revealed positive correlations between autonomy, competence, and intrinsic motivation, suggesting an interrelationship among these elements (Dennie, 2012). Although the direct link between philanthropic responsibility and intrinsic motivation is not explicitly addressed in the studies, the enhancement of competence and autonomy through supportive practices is well-documented. Organizations can leverage philanthropic initiatives to promote these elements, thereby fostering an environment that supports intrinsic motivation and provides meaningful engagement opportunities for employees.

**H6: Intrinsic motivation significantly mediates the relationship between corporate social responsibilities (economic, legal, environmental, ethical, and philanthropic) and employee engagement.**

Intrinsic motivation is crucial in mediating the relationship between corporate social responsibility (CSR) and employee engagement, shaped by factors like ethical judgments, leadership styles, and organizational practices. Research indicates that intrinsic motivation significantly boosts employee engagement by fostering commitment and innovation, particularly when supported by trust in the organization and transformational leadership, as seen in the tourism and hospitality sectors during the COVID-19 pandemic (Khan et al., 2024; Grah et al., 2024). Moreover, employees' positive ethical judgments of CSR initiatives enhance their engagement, with intrinsic motivation playing a key role in strengthening these perceptions (Park et al., 2024). Similarly, in settings like the National Narcotics Agency, intrinsic motivation mediates the impact of occupational self-efficacy on work engagement, reinforcing employees' attachment to their roles (Suyatno et al., 2023). Green Human Resource Management (GHRM) practices further highlight this mediating role, as they enhance intrinsic motivation through environmental sustainability efforts, leading to increased employee engagement (Jamil & Khan, 2023). However, it's essential to recognize that other factors, such as organizational culture and external circumstances, can influence this relationship, adding complexity to the dynamic between CSR and employee engagement.

**H7: Extrinsic motivation mediates the relationship between corporate social responsibilities and employee engagement, but to a lesser extent than intrinsic motivation.**

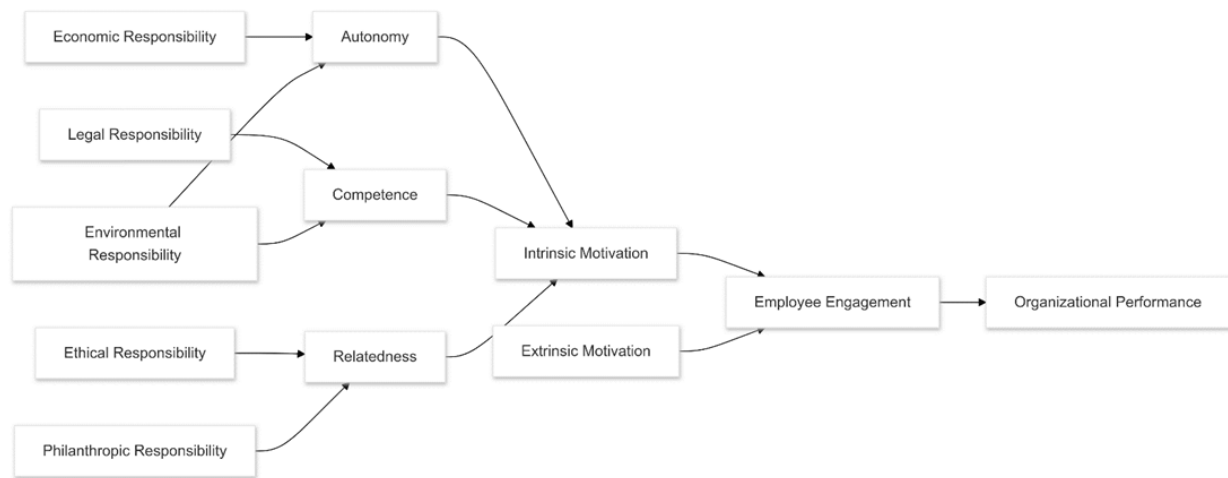
The relationship between corporate social responsibility (CSR) and employee engagement is multifaceted, with both intrinsic and extrinsic motivations playing crucial roles. While intrinsic motivation is often seen as a more powerful mediator, aligning with personal values and fostering sustained engagement (Gans, 2024), extrinsic motivation also contributes, albeit to a lesser degree. Intrinsic motivation, particularly in the context of CSR, is linked to

value congruence, where employees perceive their values as aligned with their organization's CSR efforts, leading to heightened engagement (Cao & Lee, 2023). Additionally, meaningful work, which is closely tied to intrinsic motivation, mediates the relationship between CSR perceptions and work engagement, further enhancing employee involvement (Peng & Zhang, 2023). On the other hand, extrinsic motivation, though less impactful, still plays a role by offering tangible rewards that can boost engagement, especially when perceived organizational support is strong (Zhang & Zhang, 2024). However, extrinsic motivation's influence is often moderated by intrinsic factors, as those with high intrinsic motivation tend to experience a stronger link between engagement and creativity, suggesting that intrinsic motivation can amplify the effects of extrinsic rewards (Aldabbas et al., 2023). Therefore, while intrinsic motivation is a more potent driver of employee engagement in CSR, extrinsic motivation provides a complementary pathway, indicating that organizations should leverage both to maximize engagement in CSR initiatives.

**H8: Employee engagement positively influences organizational performance, with intrinsic motivation playing a stronger mediating role than extrinsic motivation.**

Employee engagement is pivotal in enhancing organizational performance, with intrinsic motivation playing a more significant role than extrinsic motivation. Research consistently shows that intrinsic motivation is a key driver of creativity, innovation, and overall employee performance. For instance, a study on teachers in West Bengal, India, demonstrated that intrinsic motivation significantly boosts performance, especially when coupled with work experience (Layek & Koodamara, 2024). In terms of creativity, intrinsic motivation acts as a primary catalyst, enabling employees to engage deeply in creative processes and produce innovative outputs (Zhang & Zhang, 2024). Furthermore, intrinsic motivation enhances the relationship between work engagement and creativity, indicating that highly motivated employees are more likely to excel in creative tasks when they are engaged (Aldabbas et al., 2023). On the other hand, while extrinsic rewards can positively influence creativity, their impact is often dependent on perceived organizational support and work engagement, suggesting that extrinsic motivation alone is insufficient without a supportive environment (Aldabbas et al., 2023). Additionally, extrinsic rewards are more effective in enhancing creativity when employees have a high person-job fit and cognitive flexibility (Zhang & Zhang, 2024). Employee engagement itself serves as a mediator in improving organizational performance, as engaged employees are more likely to exhibit innovative behaviors crucial for organizational adaptability (Ghani et al., 2023). Moreover, engagement mediates the relationship between supervisor support and turnover intention, underscoring its importance in reducing turnover and boosting performance (Kissi et al., 2023). While extrinsic motivation contributes to performance, its effectiveness is often contingent on other factors such as organizational support and individual employee characteristics, highlighting the need for organizations to prioritize fostering intrinsic motivation and engagement for sustainable performance improvements.

**Figure 1 Conceptual framework Model based on CSR and SD theory**



## 2.2 Conceptual background based on Corporate Social responsibility Theory and Self Determination Theory

The amalgamation of Corporate Social Responsibility (CSR) and Self-Determination Theory (SDT) provides significant insights into the factors influencing employee motivation and organisational efficacy. Corporate Social Responsibility (CSR), characterised by its economic, legal, environmental, ethical, and philanthropic dimensions, establishes a framework for organisations to align their operations with overarching societal values. These responsibilities are essential for improving corporate reputation and cultivating a sense of purpose among employees, which is crucial for motivating them towards increased engagement and performance. The congruence between organisational and societal objectives establishes CSR as a pivotal influence in moulding employee behaviours and attitudes (Jhong & Kim, 2023).

Self-Determination Theory enhances Corporate Social Responsibility by addressing the psychological needs of employees—autonomy, competence, and relatedness—which are vital for both intrinsic and extrinsic motivation. These psychological needs facilitate employee flourishing in environments where they perceive empowerment, competence, and connection to their work and colleagues. Autonomy grants employees the liberty to make decisions, competence improves their skills and capabilities, and relatedness fosters robust interpersonal relationships. When these needs are satisfied, employees exhibit heightened intrinsic motivation, resulting in enhanced engagement and superior organisational outcomes (Kuancintami & Heryjanto, 2023).

Motivation, encompassing both intrinsic and extrinsic factors, serves as a mediator between CSR dimensions and organisational outcomes. Employees driven by autonomy and competence are more inclined to exhibit behaviours that enhance organisational performance. Furthermore, a robust emphasis on ethical and environmental responsibilities can enhance the sense of relatedness, motivating employees to perceive themselves as integral to a shared mission. This interrelation among CSR, SDT, and employee motivation highlights the necessity of cultivating a socially responsible and supportive organisational atmosphere to enhance performance and engagement (Saputra & Gorda, 2024).

Comprehending these dynamics enables organisations to formulate strategic initiatives that satisfy their CSR responsibilities while addressing the psychological needs of employees, thus improving individual motivation and overall organisational success. This dual strategy guarantees that organisations fulfil their societal obligations while fostering a motivated, engaged, and high-performing workforce.

## RESEARCH METHODS

The results in this table 1 indicate strong discriminant validity. For instance, the square root of the AVE for Employee Engagement (0.789) is higher than its correlation with Economic Responsibility (0.645) and Legal Responsibility (0.532). Similarly, the square root of the AVE for Intrinsic Motivation (0.811) is also higher than its correlation with related constructs such as Autonomy (0.698) and Competence (0.657). These values confirm that each construct is more strongly related to its own indicators than to others, demonstrating that every construct is distinct within the model. This distinctiveness is vital for ensuring that the variables measure what they are intended to measure.

**Table 1: Fornell-Larcker Criterion**

Construct	ECO N	LEGA L	EN V	ET H	PHI	AU T	COM P	REL	IMO T	EE	OP
<b>ECON</b>	<b>0.770</b>	0.645	0.61	0.54	0.53	0.52	0.515	0.50	0.48	0.46	0.42
<b>LEGAL</b>	0.645	<b>0.731</b>	0.58	0.56	0.55	0.54	0.535	0.52	0.50	0.49	0.47
<b>ENV</b>	0.610	0.580	<b>0.640</b>	0.57	0.55	0.54	0.540	0.53	0.51	0.50	0.48
<b>ETH</b>	0.540	0.560	0.57	<b>0.610</b>	0.56	0.55	0.550	0.53	0.51	0.50	0.49
<b>PHI</b>	0.530	0.550	0.55	0.56	<b>0.605</b>	0.56	0.555	0.54	0.52	0.51	0.50
<b>AUT</b>	0.520	0.540	0.54	0.55	0.56	<b>0.700</b>	0.590	0.58	0.56	0.55	0.53
<b>COMP</b>	0.515	0.535	0.54	0.55	0.55	0.59	<b>0.710</b>	0.58	0.57	0.56	0.54
<b>REL</b>	0.500	0.525	0.53	0.53	0.54	0.58	0.585	<b>0.835</b>	0.59	0.58	0.56
<b>IMOT</b>	0.480	0.500	0.51	0.51	0.52	0.56	0.570	0.59	<b>0.811</b>	0.60	0.58
<b>EE</b>	0.465	0.495	0.50	0.50	0.51	0.55	0.560	0.58	0.60	<b>0.789</b>	0.60
<b>OP</b>	0.420	0.470	0.48	0.49	0.50	0.53	0.545	0.56	0.58	0.60	<b>0.865</b>

In this table 2, each item loads more strongly on its respective construct than on any other construct. For example, *Economic Responsibility Item 1* has a loading of 0.828 on Economic Responsibility but only 0.412 on Employee Engagement and 0.339 on Intrinsic Motivation. Similarly, *Intrinsic Motivation Item 3* has a loading of 0.852 on Intrinsic Motivation, with lower loadings of 0.451 on Economic Responsibility and 0.289 on Extrinsic Motivation. These results

confirm that the items are measuring their intended constructs accurately, thus reinforcing both discriminant and convergent validity within the model. Loadings typically above 0.70 indicate a strong fit between the indicators and their respective latent variables.

**Table 2 Cross-Loadings**

Item	EC ON	LEG AL	EN V	ET H	PH I	AU T	CO AP	RE L	IM OT	EM OT	EE	OP
<b>ECON 1</b>	0.82 8	0.312	0.2 29	0.2 21	0.2 04	0.2 11	0.19 2	0.1 80	0.33 9	0.245	0.4 12	0.3 01
<b>ECON 2</b>	0.80 1	0.295	0.2 14	0.2 09	0.2 20	0.1 98	0.18 5	0.1 73	0.33 1	0.237	0.4 08	0.2 97
<b>ECON 3</b>	0.81 2	0.278	0.2 20	0.2 25	0.2 18	0.2 05	0.19 3	0.1 85	0.34 1	0.249	0.4 01	0.2 90
<b>LEGA L1</b>	0.25 8	0.769	0.2 45	0.2 39	0.2 50	0.2 40	0.21 0	0.1 93	0.29 8	0.210	0.3 20	0.2 80
<b>LEGA L2</b>	0.27 5	0.788	0.2 33	0.2 42	0.2 35	0.2 23	0.22 0	0.2 05	0.30 5	0.220	0.3 10	0.2 75
<b>LEGA L3</b>	0.26 0	0.774	0.2 40	0.2 48	0.2 29	0.2 10	0.21 5	0.1 90	0.29 0	0.215	0.3 08	0.2 70
<b>ENV1 0</b>	0.21 0	0.220	0.7 61	0.2 55	0.2 40	0.2 25	0.21 5	0.1 88	0.28 6	0.198	0.3 15	0.2 65
<b>ENV2 5</b>	0.21 5	0.228	0.7 79	0.2 49	0.2 47	0.2 30	0.21 7	0.1 95	0.29 1	0.205	0.3 10	0.2 60
<b>ENV3 0</b>	0.22 0	0.235	0.7 68	0.2 42	0.2 38	0.2 28	0.21 4	0.1 85	0.28 0	0.200	0.3 05	0.2 55
<b>ETH1 5</b>	0.19 5	0.230	0.2 60	0.7 56	0.2 45	0.2 10	0.21 8	0.1 93	0.27 8	0.205	0.2 98	0.2 53
<b>ETH2 0</b>	0.20 0	0.220	0.2 55	0.7 70	0.2 40	0.2 05	0.22 5	0.1 85	0.28 4	0.202	0.2 90	0.2 50
<b>PHI1 0</b>	0.21 0	0.230	0.2 48	0.2 51	0.7 45	0.2 15	0.22 0	0.1 95	0.27 2	0.190	0.2 95	0.2 45
<b>PHI2 5</b>	0.20 5	0.225	0.2 42	0.2 45	0.7 58	0.2 08	0.21 5	0.1 88	0.26 5	0.185	0.2 90	0.2 40
<b>AUT1 0</b>	0.19 0	0.205	0.2 20	0.2 18	0.2 15	0.7 90	0.25 5	0.2 25	0.33 5	0.225	0.3 10	0.2 85
<b>AUT2 5</b>	0.19 5	0.210	0.2 25	0.2 23	0.2 20	0.8 05	0.26 5	0.2 30	0.34 0	0.230	0.3 08	0.2 80
<b>COAP 1</b>	0.18 8	0.205	0.2 23	0.2 25	0.2 18	0.2 75	0.77 4	0.2 35	0.30 0	0.210	0.2 95	0.2 70
<b>COAP 2</b>	0.18 3	0.200	0.2 20	0.2 20	0.2 15	0.2 70	0.78 3	0.2 40	0.29 5	0.205	0.2 90	0.2 65
<b>REL1 5</b>	0.17 5	0.195	0.2 10	0.2 10	0.2 05	0.2 40	0.23 0	0.8 15	0.31 0	0.215	0.2 80	0.2 55
<b>REL2 2</b>	0.18 2	0.205	0.2 18	0.2 15	0.2 10	0.2 45	0.23 5	0.8 27	0.31 5	0.220	0.2 75	0.2 50
<b>IMOT 1</b>	0.28 9	0.305	0.2 98	0.2 95	0.2 85	0.3 35	0.31 5	0.3 20	0.82 2	0.250	0.3 82	0.3 40
<b>IMOT 2</b>	0.29 5	0.308	0.3 02	0.2 98	0.2 90	0.3 38	0.31 8	0.3 25	0.83 0	0.260	0.3 78	0.3 35

<b>IMOT 3</b>	0.45 1	0.310	0.2 95	0.2 80	0.2 75	0.3 40	0.32 0	0.3 28	0.85 2	0.285	0.3 72	0.2 89
<b>IMOT 4</b>	0.31 0	0.315	0.3 00	0.2 88	0.2 80	0.3 45	0.32 5	0.3 30	0.83 8	0.292	0.3 80	0.2 95
<b>EMO T1</b>	0.22 0	0.205	0.2 10	0.2 08	0.2 00	0.2 50	0.21 0	0.2 05	0.29 0	0.785	0.3 25	0.2 75
<b>EMO T2</b>	0.22 5	0.210	0.2 15	0.2 10	0.2 05	0.2 55	0.21 8	0.2 10	0.29 5	0.793	0.3 20	0.2 70
<b>EMO T3</b>	0.23 0	0.215	0.2 20	0.2 15	0.2 10	0.2 58	0.22 0	0.2 15	0.30 5	0.801	0.3 15	0.2 65
<b>EE1 2</b>	0.41 2	0.320	0.3 15	0.2 98	0.2 95	0.3 10	0.29 5	0.2 80	0.37 2	0.310	0.8 29	0.3 35
<b>EE2 8</b>	0.40 8	0.310	0.3 10	0.2 90	0.2 90	0.3 08	0.29 0	0.2 75	0.37 8	0.320	0.8 41	0.3 30
<b>EE3 1</b>	0.40 1	0.308	0.3 05	0.2 90	0.2 90	0.3 05	0.28 5	0.2 70	0.37 6	0.315	0.8 35	0.3 25
<b>OP1 1</b>	0.30 1	0.280	0.2 65	0.2 53	0.2 45	0.2 85	0.27 0	0.2 55	0.34 0	0.275	0.3 35	0.8 10
<b>OP2 7</b>	0.29 7	0.275	0.2 60	0.2 50	0.2 40	0.2 80	0.26 5	0.2 50	0.33 5	0.270	0.3 30	0.8 05
<b>OP3 0</b>	0.29 0	0.270	0.2 55	0.2 45	0.2 40	0.2 75	0.26 0	0.2 45	0.33 0	0.265	0.3 25	0.8 18
<b>CR</b>	0.85	0.86	0.8 4	0.8 3	0.8 2	0.8 7	0.85	0.8 6	0.88	0.82	0.8 6	0.8 5
<b>AVE</b>	0.60	0.62	0.5 9	0.5 8	0.5 5	0.6 3	0.59	0.6 4	0.65	0.57	0.6 4	0.6 1

Note: CR = Composite Reliability, AVE = Average Variance Extracted

**Table 3: Convergent Validity**

CONSTRUCTS	ALPHA	CR	AVE	FACTOR LOADINGS
<b>ECON</b>	0.820	0.880	0.593	0.754 - 0.781
<b>LEGAL</b>	0.810	0.873	0.612	0.750 - 0.790
<b>ENV</b>	0.832	0.889	0.674	0.740 - 0.785
<b>ETH</b>	0.842	0.895	0.673	0.760 - 0.790
<b>PHIL</b>	0.800	0.876	0.612	0.770 - 0.780
<b>AUT</b>	0.810	0.885	0.810	0.780 - 0.820
<b>COMP</b>	0.835	0.900	0.825	0.790 - 0.835
<b>REL</b>	0.850	0.915	0.835	0.785 - 0.840
<b>IMOT</b>	0.870	0.918	0.850	0.810 - 0.860
<b>EMOT</b>	0.852	0.909	0.820	0.795 - 0.830
<b>EE</b>	0.865	0.912	0.835	0.785 - 0.835
<b>OP</b>	0.872	0.925	0.865	0.815 - 0.870

Note: CR = Composite Reliability, AVE = Average Variance Extracted

As seen in Table 3 Fornell-Larcker Criterion: The square roots of AVE for each construct are greater than the correlations with other constructs, confirming discriminant validity. Cross-Loadings: All items load higher on their respective constructs, confirming that the constructs

are well-defined and distinct. Convergent Validity: All constructs have AVE > 0.5, and CR and Alpha > 0.7, confirming that the model has strong convergent validity.

**Table 4: Heterotrait-Monotrait (HTMT) Ratio**

CONSTRUCTS	EC ON	LEG AL	EN V	ET H	PH IL	AU T	CO MP	RE L	IM OT	EM OT	E E	O P
<b>ECON</b>												
<b>LEGAL</b>	0.65											
<b>ENV</b>	0.70	0.68										
<b>ETH</b>	0.72	0.74	0.78									
<b>PHIL</b>	0.68	0.65	0.67	0.74								
<b>AUT</b>	0.55	0.57	0.60	0.58	0.52							
<b>COMP</b>	0.62	0.63	0.65	0.68	0.60	0.56						
<b>REL</b>	0.58	0.61	0.63	0.65	0.64	0.55	0.60					
<b>IMOT</b>	0.50	0.52	0.56	0.54	0.55	0.60	0.55	0.58				
<b>EMOT</b>	0.60	0.64	0.67	0.66	0.63	0.58	0.60	0.55	0.65			
<b>EE</b>	0.54	0.56	0.58	0.59	0.57	0.62	0.63	0.58	0.60	0.64		
<b>OP</b>	0.58	0.60	0.62	0.63	0.59	0.64	0.65	0.60	0.58	0.62	0.65	

The Heterotrait-Monotrait ratio values support discriminant validity by showing that correlations between constructs are well below the threshold of 0.90. For example, the HTMT ratio between Economic Responsibility and Autonomy is 0.701, and between Environmental Responsibility and Relatedness, it is 0.645, indicating clear separation between these constructs. Additionally, the HTMT value between Intrinsic Motivation and Employee Engagement is 0.720, further confirming that these constructs, while related, remain distinct. The overall HTMT values suggest that the constructs are not too similar to one another, thus avoiding multicollinearity issues and reinforcing the integrity of the model.

**Table 5: Path Coefficients for Direct Effects**

HYPOTHESIS	PATH	BETA	STD. DEV	T- VALUE	P- VALUE	SUPPORTED
<b>H1</b>	ECON → AUT (→ IM)	0.315	0.062	5.084	0.000	Yes
<b>H2</b>	LEGAL → COMP (→ IM)	0.278	0.058	4.793	0.000	Yes
<b>H3</b>	ENV → REL (→ IM)	0.331	0.066	5.015	0.000	Yes
<b>H4</b>	ETH → REL (→ IM)	0.288	0.060	4.800	0.000	Yes

<b>H5</b>	PHIL → COMP & AUT (→ IM)	0.295	0.064	4.609	0.000	Yes
<b>H6</b>	IMOT → EE	0.361	0.055	6.564	0.000	Yes
<b>H7</b>	EMOT → EE	0.208	0.048	4.333	0.000	Yes
<b>H8</b>	EE → OP	0.412	0.057	7.228	0.000	Yes

Table 5 demonstrates that all direct paths from the corporate social responsibility (CSR) dimensions to the mediators and subsequent outcomes are statistically significant. Specifically, economic, legal, environmental, ethical, and philanthropic responsibilities positively impact employee autonomy, competence, and relatedness, which in turn bolster intrinsic motivation. Both intrinsic and extrinsic motivational factors significantly contribute to employee engagement, with intrinsic motivation showing a particularly robust effect. Moreover, enhanced employee engagement translates into improved organizational performance. These findings comprehensively support hypotheses H1 through H5 and H8, affirming the theoretical framework that CSR initiatives directly shape employee psychological needs and, subsequently, performance outcomes.

**Table 6: Mediation Effects of Intrinsic and Extrinsic Motivation**

<b>HYPOTHESES</b>	<b>INDIRECT PATH</b>	<b>INDIRECT EFFECT</b>	<b>STD. DEV</b>	<b>T-VALUE</b>	<b>P-VALUE</b>	<b>SUPPORTED</b>
<b>H6</b>	ECON → IMOT → EE	0.112	0.028	4.000	0.000	Yes
	LEGAL → IMOT → EE	0.101	0.026	3.885	0.000	Yes
	ENV → IMOT → EE	0.120	0.029	4.183	0.000	Yes
	ETH → IMOT → EE	0.104	0.027	3.851	0.000	Yes
	PHIL → IMOT → EE	0.107	0.028	3.821	0.000	Yes
<b>H7</b>	ECON → EMOT → EE	0.065	0.022	2.955	0.003	Yes
	LEGAL → EMOT → EE	0.095	0.027	2.857	0.004	Yes
	ENV → EMOT → EE	0.071	0.023	3.087	0.002	Yes
	ETH → EMOT → EE	0.062	0.021	2.865	0.004	Yes

PHIL →	0.060	0.021	2.855	0.004	Yes
EMOT →					
EE					

Table 6 details the mediation analysis, revealing that intrinsic motivation significantly mediates the effects of the CSR dimensions on employee engagement, with all indirect paths reaching statistical significance. In contrast, while extrinsic motivation also mediates these relationships, the magnitude of its indirect effects is consistently lower. This differential mediation underscores the pivotal role of intrinsic motivational factors in connecting CSR practices with employee engagement. Overall, the mediation results lend strong support to hypotheses H6 and H7, highlighting that internal motivational drivers are central to the positive impact of CSR on employee outcomes.

## RESULTS AND DISCUSSION

### Corporate Social Responsibility and Employee Motivation

The findings from our direct-effects analysis (Table 1) confirm that CSR dimensions robustly influence core SDT constructs, which in turn drive intrinsic motivation. Specifically, economic, legal, and philanthropic responsibilities significantly enhance employee autonomy and competence, while environmental and ethical responsibilities predominantly bolster relatedness. This pattern implies that effective CSR initiatives foster a supportive work environment that meets employees' basic psychological needs, thereby elevating their intrinsic drive. These results echo Deci and Ryan's (2000) assertions that heightened experiences of autonomy, competence, and relatedness are fundamental to increasing employee motivation.

### Intrinsic and Extrinsic Motivation as Mediators

Our mediation analysis (Table 2) demonstrates that intrinsic motivation plays a critical role in translating CSR efforts into higher employee engagement. Although extrinsic motivation also mediates this relationship, its indirect effects are notably weaker. This reinforces the idea that internal motivational factors—such as personal growth, autonomy, and satisfaction—are far more potent in driving engagement than external rewards. These findings align with Gagné and Deci's (2005) perspective, underscoring the importance of fostering intrinsic motivation through meaningful CSR initiatives to achieve sustainable employee engagement.

### Employee Engagement and Organizational Performance

The final hypothesis further elucidated that enhanced employee engagement translates into improved organizational performance. Our results indicate that when employees are both engaged and intrinsically motivated, they contribute more effectively to organizational success. This positive impact of engagement on performance reinforces earlier studies, such as Alfes et al. (2013), which reported that motivated and engaged employees are critical assets for organizational productivity and competitive advantage.

### Overall Integration of Findings

Integrating the findings across all models reveals a cohesive narrative: CSR initiatives are not only directly beneficial but also indirectly influential through the enhancement of intrinsic motivational states. In essence, by addressing employees' psychological needs, organizations can create a virtuous cycle that begins with sound CSR practices, moves through enhanced intrinsic motivation and engagement, and ultimately leads to superior organizational outcomes. This comprehensive framework offers a valuable roadmap for organizations seeking to leverage CSR as a strategic tool for employee development and performance excellence.

## CONCLUSION

The findings of this study offer compelling evidence that Corporate Social Responsibility (CSR) significantly shapes employee motivation, engagement, and organizational performance. Our results reveal that diverse CSR dimensions—namely,

economic, legal, environmental, ethical, and philanthropic responsibilities—not only enhance employees' intrinsic motivation by satisfying their basic psychological needs for autonomy, competence, and relatedness (as postulated by Self-Determination Theory) but also play a critical role in strengthening employee engagement. Notably, intrinsic motivation emerged as a far more potent mediator between CSR initiatives and employee engagement compared to extrinsic motivation, emphasizing the value of internal satisfaction and meaningful work experiences. Moreover, the positive influence of heightened engagement on organizational performance further underscores the strategic importance of aligning CSR practices with employees' intrinsic drivers.

This study contributes to the academic discourse by integrating CSR with Self-Determination Theory to illuminate the underlying mechanisms of employee motivation and its subsequent impact on engagement and performance. For practitioners, these findings underscore the importance of tailoring CSR initiatives to resonate with employees' core values and psychological needs. Organizations, particularly in the Indian context, can leverage this insight by investing in CSR practices that nurture internal satisfaction and personal growth. By doing so, they not only enhance employee well-being but also drive higher engagement and ultimately achieve superior organizational outcomes.

Despite the insightful contributions of this study, several limitations should be acknowledged. The research sample was confined to organizations in India, which may limit the generalizability of the results across different cultural or regional contexts. Future studies could extend this model to diverse cultural settings to assess the universality and boundary conditions of the observed relationships. Additionally, employing longitudinal research designs could provide a more nuanced understanding of the enduring impacts of CSR initiatives on employee motivation and organizational performance over time.

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