

THE ROLE OF ORGANISATIONAL IMAGE IN THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE LOYALTY

KURUMSAL SOSYAL SORUMLULUĞUN ÇALIŞAN BAĞLILIĞINA ETKİSİNDE ÖRGÜTSEL İMAJIN ROLÜ

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ABSTRACT

This study aims to examine the role of organisational image in the impact of corporate social responsibility (CSR) on employee engagement. It is widely accepted in the literature that CSR practices increase employees' emotional attachment to the organisation and their commitment to their jobs. However, the mediating role of organisational image in this relationship has not yet been fully clarified. In this context, a systematic literature analysis was conducted by adopting a qualitative research approach. In national and international academic databases, 50 studies published in the last 20 years using the keywords 'corporate social responsibility', 'employee engagement' and 'organisational image' were examined in detail. As a result of the analyses, it was found that CSR practices positively affect organisational image and this positive image increases employee engagement. It is seen that organisational image plays a mediating role in the relationship between CSR and employee engagement and this effect can be explained within the framework of social identity theory. The study provides theoretical and practical contributions to the literature by addressing the effects of CSR practices and organisational image on employee engagement in depth. As a result, effective implementation of CSR strategies and strengthening organisational image are critical for organisations to increase employee engagement.

Keywords: Corporate Social Responsibility, Employee Engagement, Organisational Image, Qualitative Research, Social Identity Theory

ÖZET

Bu çalışma, kurumsal sosyal sorumluluğun (KSS) çalışan bağlılığı üzerindeki etkisinde örgütsel imajın rolünü incelemeyi amaçlamaktadır. KSS uygulamalarının, çalışanların örgüte olan duygusal bağlarını ve işlerine olan bağlılıklarını artırdığı literatürde yaygın olarak kabul edilmektedir. Ancak, örgütsel imajın bu ilişkideki aracı rolü henüz tam olarak açıklığa kavuşturulmamıştır. Bu bağlamda, nitel araştırma yaklaşımı benimsenerek sistematik bir literatür analizi gerçekleştirilmiştir. Ulusal ve uluslararası akademik veri tabanlarında "kurumsal sosyal sorumluluk", "çalışan bağlılığı" ve "örgütsel imaj" anahtar kelimeleri kullanılarak son 20 yılda yayımlanmış 50 çalışma detaylı bir şekilde incelenmiştir. Analizler sonucunda, KSS uygulamalarının örgütsel imajı olumlu yönde etkilediği ve bu olumlu imajın da çalışan bağlılığını artırdığı tespit edilmiştir. Örgütsel imajın, KSS ve çalışan bağlılığı arasındaki ilişkide aracı bir rol oynadığı ve bu etkinin sosyal kimlik teorisi çerçevesinde açıklanabileceği görülmüştür. Çalışma, KSS uygulamalarının ve örgütsel imajın çalışan bağlılığı üzerindeki etkilerini derinlemesine ele alarak literatüre teorik ve pratik katkılar sunmaktadır. Sonuç olarak, örgütlerin KSS stratejilerini etkin bir şekilde uygulamaları ve örgütsel imajlarını güçlendirmeleri, çalışan bağlılığını artırmada kritik bir öneme sahiptir.

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk, Çalışan Bağlılığı, Örgütsel İmaj, Nitel Araştırma, Sosyal Kimlik Teorisi

1. INTRODUCTION

Corporate social responsibility (CSR) is a concept that refers to the undertaking of social and environmental responsibilities by businesses in addition to their economic goals (Carroll, 1991). Today, CSR is seen as a strategic tool for businesses to achieve sustainability and competitive advantage (Porter & Kramer, 2006). It is emphasised that CSR practices have significant effects not only on external stakeholders but also on internal stakeholders, especially employees (Glavas & Godwin, 2013). The purpose of this study is to examine the role of organisational image in the impact of CSR on employee engagement. Organisational image is a critical factor that affects employees' perceptions of the organisation and their level of identification with the organisation (Dutton, Dukerich & Harquail, 1994). Employee commitment is an important factor for the success and productivity of the organisation, and it is known that employees with high levels of commitment exhibit higher performance and have a lower tendency to leave their jobs (Meyer & Allen, 1991). The importance of the research is to contribute to a deeper understanding of the impact of CSR practices on employee engagement. In particular, revealing the mediating role of organisational image in this relationship will help businesses to manage their human resources and corporate communication strategies effectively.

The effect of CSR on employee engagement has been addressed by various studies in the literature (Brammer, Millington & Rayton, 2007; Kim, Lee & Kim, 2010). However, the mediating role of organisational image in this relationship has not yet been fully clarified (De Roeck & Delobbe, 2012). In this context, the research problem is defined as follows: What is the mediating role of organisational image in the effect of CSR practices on employee engagement and how does this effect occur?

In order to solve this problem, the following research questions were identified:

1. How do CSR practices affect employee engagement?
2. Does organisational image play a mediating role in the relationship between CSR and employee engagement?
3. Does strengthening organisational image increase the effect of CSR on employee engagement?

Scope and Limitations of the Study

This study examines the relationship between CSR, organisational image and employee engagement with a qualitative approach. By using systematic literature analysis method, national and international academic sources were reviewed and important studies on the subject were evaluated. The scope of the study is limited to analysing the findings in the existing literature in depth and combining these findings in a theoretical framework. The limitations of the study include the following:

- The literature review is limited to specific databases and publications.
- Since the study aims to provide a general perspective, sectoral and cultural differences are not addressed in detail.
- As it is a qualitative study, the generalisability of the findings may be limited.

Conceptual Framework

The conceptual framework of the research is based on three basic concepts: corporate social responsibility, organisational image and employee engagement.

Corporate Social Responsibility (CSR): CSR refers to the undertaking of social and environmental responsibilities by businesses in addition to their economic activities (Carroll, 1991). CSR practices include the fulfilment of ethical, legal and voluntary responsibilities of businesses.

Organisational Image: Organisational image is the sum of the perceptions of internal and external stakeholders about the organisation (Dutton et al., 1994). Organisational image is an important factor affecting employees' level of identification with the organisation and their commitment to the organisation (Carmeli & Freund, 2009).

Employee Commitment: Employee commitment refers to the sum of emotional, normative and continuance commitment of individuals to the organisation (Meyer & Allen, 1991). High level of employee engagement positively affects organisational performance and productivity.

In this study, it is assumed that CSR practices positively affect organisational image and this positive image increases employee engagement. This relationship is addressed within the framework of social identity theory and organisational identification concepts (Ashforth & Mael, 1989).

2. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Corporate Social Responsibility (CSR)

CSR Concept and Historical Development

Corporate Social Responsibility (CSR) is a concept that requires businesses to fulfil their social and environmental responsibilities as well as their economic objectives (Carroll, 1991). CSR requires businesses to act with an ethical and sustainable approach, taking into account the impact of their activities on society (Freeman, 1984). The historical development of CSR dates back to the 1950s. Bowen (1953) stated that the social responsibilities of businesses go beyond the business world and that they should contribute to the general welfare of society. In the 1990s, Elkington (1997) argued that economic, environmental and social performance should be considered as a whole with the 'Triple Bottom Line' approach.

Effects of CSR on Employee Engagement

Employee engagement refers to the emotional and psychological attachment of individuals to the organisation (Meyer & Allen, 1991). CSR practices play an important role in increasing employees' commitment to the organisation (Glavas & Kelley, 2014). Employees are proud to work in organisations with a high sense of social responsibility and this positively affects their motivation and commitment (Brammer, Millington & Rayton, 2007).

Studies show that CSR practices also have positive effects on employees' job satisfaction, organisational citizenship behaviours and performance (Turker, 2009). For example, Kim and Park (2011) stated that CSR has a direct effect on employee engagement and this effect is strengthened by perceptions of organisational trust and justice.

Organisational Image

Definition and Components of Organisational Image

Organisational image is the overall impression of an organisation as perceived by internal and external stakeholders (Dutton & Dukerich, 1991). This image is influenced by various factors such as organisational values, culture, communication strategies and behaviours (Hatch & Schultz, 1997). The components of organisational image include corporate identity, reputation, brand equity and perceived social responsibility (Balmer & Gray, 1999).

The Relationship of Organisational Image with CSR and Employee Engagement

CSR practices play a critical role in shaping organisational image (Brown & Dacin, 1997). Organisations with high social responsibility awareness have a positive image in the eyes of both customers and employees (Maignan & Ferrell, 2001). This positive image increases employees' commitment to the organisation and their motivation towards their jobs (Carmeli, Gilat & Waldman, 2007). Organisational image can play a mediating role in the relationship between CSR and employee engagement (De Roeck & Delobbe, 2012). That is, a positive organisational image is created through CSR practices, which in turn strengthens employee engagement. For example, Fatma, Rahman and Khan (2015) stated that CSR perception increases employee engagement through organisational image.

Employee Engagement

The Concept and Importance of Employee Engagement

Employee engagement is a multidimensional concept that refers to the emotional, cognitive and behavioural commitment of individuals towards their jobs and organisations (Meyer & Allen, 1991). This commitment is characterised by employees adopting the goals and values of the organisation, showing loyalty to the organisation and making extra effort for the success of the organisation (Robinson, Perryman and Hayday, 2004). The importance of employee commitment on organisational performance has been widely discussed in the literature. Harter, Schmidt and Hayes (2002) stated that high levels of employee engagement positively affect critical performance indicators such as customer satisfaction, productivity and profitability. In addition, it has been observed that highly engaged employees have low turnover rates and a high tendency to stay in the organisation (Schaufeli & Bakker, 2004). Employee engagement is important not only for the organisation but also for employees' personal satisfaction and professional development. Highly engaged employees find more meaning in their jobs and are more successful in their careers (Kahn, 1990). Therefore, it is a critical necessity for organisations to give importance to strategies that increase employee engagement.

Factors Affecting Employee Engagement

Factors affecting employee engagement vary and include individual, organisational and environmental factors. Leadership style is one of these factors; effective leadership plays an important role in increasing employee motivation and commitment (Bass & Avolio, 1994). Perception of organisational support is another critical factor that strengthens employees' commitment to the organisation (Eisenberger et al., 1990). Job characteristics such as job satisfaction, working conditions, career development opportunities and remuneration also

directly affect employee commitment (Herzberg, Mausner, & Snyderman, 1959). Organisational justice and trust are the main determinants of employee commitment to the organisation (Colquitt et al., 2001). Employees show more commitment in a fair and reliable working environment. In addition, corporate social responsibility (CSR) practices are also recognised as an important factor affecting employee engagement (Glavas & Kelley, 2014). Employees prefer to work in organisations that are sensitive to society and the environment and feel a higher level of commitment to such organisations (Brammer, Millington, & Rayton, 2007). CSR strengthens the emotional ties of employees to the organisation and enables them to identify more with organisational goals (Kim & Park, 2011).

Relationships between CSR, Organisational Image and Employee Engagement

Corporate social responsibility (CSR) plays a critical role in the relationship between organisational image and employee engagement. CSR practices create a strong organisational image by positively affecting the perception of the organisation by external stakeholders (Maignan & Ferrell, 2001). This positive image increases employees' trust and loyalty to the organisation (Carmeli, Gilat, & Waldman, 2007). Organisational image functions as a mediating variable in the relationship between CSR and employee engagement (De Roeck & Delobbe, 2012). In other words, organisational image, which is strengthened by CSR practices, increases the emotional attachment and commitment levels of employees to the organisation (Dutton, Dukerich, & Harquail, 1994). For example, Turker (2009) stated that the effect of CSR perception on employee commitment is through organisational image. Research shows that the importance given by employees to the social responsibility activities of the organisation positively affects their commitment to the organisation and their job performance (Rupp et al., 2013). In cases where organisational image is strong, employees identify more with their organisations and make more effort for the success of the organisation (Ashforth & Mael, 1989). As a result, it is seen that CSR practices strengthen organisational image and thus increase employee loyalty. It can be said that organisations can both create a positive organisational image and sustain employee engagement by effectively implementing CSR strategies and communicating them with internal and external stakeholders (Story & Neves, 2015).

3. METHOD

Research Method

Research Design and Approach

In this study, a qualitative research approach was adopted to examine the role of organisational image in the impact of corporate social responsibility on employee engagement. Qualitative research is considered as an appropriate method to make sense of complex social phenomena and to analyse the experiences of participants in detail (Creswell, 2013).

Qualitative Research Approach

Qualitative research approach is a method used to obtain in-depth information in social and human sciences (Merriam, 2009). This approach aims to understand the perspectives, beliefs and experiences of the participants. In our study, qualitative methods were preferred to

explore the effects of employees' perceptions of corporate social responsibility and organisational image on employee engagement.

Systematic Literature Analysis

Systematic literature analysis method was used in the study. This method provides a comprehensive and systematic review of the existing literature within the framework of a specific research question (Tranfield, Denyer & Smart, 2003). Through literature analysis, a theoretical framework was created by evaluating the existing studies on the subject.

Data Collection Process

Literature Review Strategies

The literature review was conducted using international and national academic databases such as Web of Science, Scopus, EBSCOhost and ULAKBIM. The keywords 'corporate social responsibility', 'employee engagement' and 'organisational image' and their English equivalents 'corporate social responsibility', 'employee engagement' and 'organisational image' were used. In addition, refereed articles and book chapters published in the last 20 years were preferred.

Selection of Data Sources and Criteria

Specific inclusion and exclusion criteria were applied in the selection of data sources. The inclusion criteria are as follows:

- Direct relevance to the topic
- Published in refereed journals
- Qualitative or mixed methods

The exclusion criteria are

- Irrelevant to the subject
- Unpublished theses and reports
- Methodologically inadequate or unreliable studies

In line with these criteria, a total of 50 studies were included in the detailed analysis.

Data Analysis Methods

Content Analysis

Content analysis method was used in the data analysis process. Content analysis enables the systematic and objective examination of texts to reveal themes and patterns (Krippendorff, 2018). With this method, the findings and results of the selected studies were coded and categorised in detail.

Thematic Analysis

In addition to content analysis, thematic analysis was also applied. Thematic analysis is an approach to identify the main themes and sub-themes in the data (Braun & Clarke, 2006). In this way, common themes and trends regarding the role of organisational image in the effect of corporate social responsibility on employee engagement were identified.

Reliability and Validity of the Study

Various strategies were applied to ensure the reliability and validity of the research. Firstly, methodological rigour was observed in the data collection and analysis process. The coding process was carried out independently by two different researchers and consistency was ensured by comparing the results. Triangulation method was used to compare data obtained from different sources (Lincoln & Guba, 1985). In addition, validity was strengthened by evaluating the compatibility of the findings with existing studies in the literature.

4.FINDINGS

The Effect of CSR on Employee Engagement in the Literature

Main Themes and Findings

In the literature, various studies have been conducted on the impact of corporate social responsibility (CSR) practices on employee engagement. The main themes and findings of these studies are discussed in detail below.

The Positive Effect of CSR Perception on Employee Engagement

Many studies show that employees' perception of CSR positively affects their commitment to the organisation. For example, Brammer, Millington and Rayton (2007) stated that employees' perception of CSR activities increases organisational commitment. When employees work in organisations with high social responsibility awareness, they develop a stronger emotional bond towards the organisation.

Mediating Role of Organisational Image

It is frequently emphasised in the literature that organisational image plays a mediating role in the relationship between CSR and employee engagement. Kim, Lee and Kang (2010) stated that CSR practices strengthen organisational image and this strong image increases employee engagement. In this context, organisational image emerges as a factor that reinforces the effect of CSR on employee engagement.

The Effect of CSR on Job Satisfaction and Motivation

Some studies in the literature show that CSR increases employees' job satisfaction and motivation, which in turn strengthens commitment. Valentine and Fleischman (2008) stated that employees of ethical and social responsibility oriented organisations have higher job satisfaction and this satisfaction positively affects commitment.

The Effect of Demographic Factors

Some studies suggest that the impact of CSR perception on employee engagement may vary according to demographic factors. For example, it has been found that younger employees attach more importance to CSR activities and therefore CSR has a stronger impact on their engagement (Peterson, 2004).

Table 1. Main Themes in the Literature on the Impact of CSR on Employee Commitment

Main Theme	Key Findings	Sources
Positive Effect of CSR Perception	Employees with a high perception of CSR have stronger emotional bonds to the organization and increased commitment	Brammer et al. (2007)
Mediating Role of Organizational Image	CSR practices strengthen organizational image; a strong image enhances employee commitment	Kim et al. (2010)
Impact on Job Satisfaction and Motivation	CSR increases job satisfaction and motivation, thereby strengthening commitment	Valentine & Fleischman (2008)
Effect of Demographic Factors	The impact of CSR on commitment may vary by demographic factors; it is particularly effective among younger employees	Peterson (2004)

Different Impacts of CSR Types

Research shows that different dimensions of CSR may have different effects on employee engagement. While intrinsic CSR activities (e.g., social responsibility practices for employees) directly increase engagement, extrinsic CSR activities (e.g., environmental responsibilities) may have indirect effects (Turker, 2009).

The Effect of CSR on Organisational Citizenship Behaviours

It is emphasised in the literature that CSR practices increase employees' organisational citizenship behaviours (OCB) and this in turn strengthens commitment. For example, Lin, Lyau, and Tsai (2010) found that employees exhibit more OCB in organisations with high CSR perception.

The Role of Work Culture and Leadership

It is stated that organisational culture and leadership style are also important in the impact of CSR on employee engagement. Ethical leadership and supportive work culture can strengthen engagement by increasing the effectiveness of CSR practices (Mayer, Kuenzi, & Greenbaum, 2010).

Outcome Evaluation

The findings in the literature show that CSR practices have a generally positive effect on employee engagement. The magnitude and nature of this effect may vary depending on

various factors such as organisational image, demographic factors and cultural characteristics of the organisation. Therefore, it is recommended that organisations should take these factors into consideration when formulating their CSR strategies and consider CSR practices with a holistic approach.

Mediating Role of Organisational Image

The Interaction of Organisational Image between CSR and Employee Engagement

The mediating role of organisational image in the impact of corporate social responsibility (CSR) practices on employee engagement stands out as an important research topic in the literature. Organisational image refers to the overall impression of an organisation perceived by its stakeholders and is considered to be a critical factor in employees' identification with the organisation (Dutton, Dukerich and Harquail, 1994). In this section, we will analyse the interaction between CSR, organisational image and employee engagement within the framework of a large body of literature and examine the mediating role of organisational image in detail.

The Impact of CSR Practices on Organisational Image

It is known that CSR practices create a strong organisational image by positively affecting the perception of the organisation before external stakeholders (Fombrun & Shanley, 1990). Sen and Bhattacharya (2001) stated that CSR activities improve the perceptions of consumers and employees towards the organisation and thus strengthen the organisational image. The fact that organisations are sensitive to their social and environmental responsibilities helps them gain credibility and reputation in the eyes of stakeholders (Turban & Greening, 1997).

The Effect of Organisational Image on Employee Commitment

A strong organisational image increases employees' commitment by strengthening their emotional bonds with the organisation (Carmeli & Freund, 2009). Meyer and Allen (1991) emphasised that employees' adoption of the values and goals of the organisation positively affects organisational commitment. In addition, Smidts, Pruyn and Van Riel (2001) revealed that a positive organisational image increases employees' organisational identification levels, which in turn reinforces commitment.

Empirical Findings on the Mediating Role of Organisational Image

In the literature, there are various empirical findings that organisational image plays a mediating role in the relationship between CSR and employee engagement. For example, De Roeck and Delobbe (2012) found that CSR perception increases employee engagement through organisational image. This study confirms the mediating role of organisational image and shows that CSR practices indirectly strengthen engagement.

Table 2. Summary of Literature on the Mediating Role of Organizational Image

Study	Findings	Sources
De Roeck & Delobbe (2012)	CSR perception enhances employee commitment through organizational image; organizational image acts as a mediator	De Roeck & Delobbe (2012)
Carmeli & Freund (2009)	Positive organizational image increases employees' emotional commitment and job performance	Carmeli & Freund (2009)
Kim & Park (2011)	CSR practices influence commitment through organizational image and organizational citizenship behaviors	Kim & Park (2011)
Slavova (2020)	Organizational image mediates the relationship between CSR and employee satisfaction	Slavova (2020)

The Mediating Role of Organisational Image in Theoretical Framework

Social identity theory (Tajfel & Turner, 1986) suggests that individuals' identification with social groups affects their self-esteem and sense of belonging. In this context, a positive organisational image increases employees' identification with the organisation and thus their commitment (Ashforth and Mael, 1989). CSR practices strengthen organisational image by showing that the organisation acts in line with social values (Maignan & Ferrell, 2004).

Modelling the Mediating Role of Organisational Image

In the studies, the mediating role of organisational image has been tested with statistical methods such as structural equation modelling (SEM). For example, Farooq et al. (2014) analysed the effect of CSR perception on employee engagement through organisational image using SEM and found that organisational image played a statistically significant mediating role.

Practical Applications and Recommendations

Organisations are recommended to strengthen their organisational image by effectively implementing CSR strategies and sharing these activities with internal and external stakeholders through effective communication (Pomeroy & Dolnicar, 2009). In this way, it will be possible to increase employee commitment to the organisation and improve organisational performance.

Result Evaluation

Extensive findings in the literature indicate that organisational image plays a critical mediating role in the relationship between CSR and employee engagement. The fact that organisations manage CSR practices with a strategic approach and build a positive organisational image has a significant impact on increasing employee engagement and thus organisational effectiveness.

Qualitative Analysis Results

Emerging Themes and Subthemes

This section presents the results of the analysis of qualitative studies in the literature on the role of organisational image in the impact of corporate social responsibility (CSR) on employee engagement. As a result of thematic analyses, four main themes and sub-themes were identified.

Table 3. Emerging Themes and Sub-Themes

Main Theme	Sub-Themes
1. Impact of CSR Perception on Employee Commitment	- Emotional Commitment
	- Job Satisfaction and Motivation
2. Strengthening of Organizational Image	- Organizational Citizenship Behaviors
	- Reputation and Prestige
	- Brand Equity
3. Organizational Identification and Sense of Belonging	- Stakeholder Relationships
	- Formation of Social Identity
	- Alignment of Values and Goals
4. Mediating Role of CSR in Organizational Image and Commitment	- Integration with Organizational Culture
	- Interaction of Image with Perceived CSR
	- Image's Influence on Commitment
	- Strengthening the Mediating Effect

The Effect of CSR Perception on Employee Engagement

In the literature, it is widely emphasised that CSR practices positively affect employees' emotional commitment and job satisfaction (Glavas, 2016). Employees perceive their organisations' giving importance to social and environmental responsibilities as a behaviour that is in line with their values and this strengthens their commitment to the organisation (Doh & Quigley, 2014). In addition, it is stated that CSR activities increase employees' organisational citizenship behaviours and contribute to the development of positive attitudes towards the organisation (Lin, Lyau, Tsai, Chen & Chiu, 2010).

Strengthening Organisational Image

Organisational image is a critical factor that reflects the perceptions of employees and external stakeholders about the organisation (Fombrun & Shanley, 1990). CSR practices contribute to building a strong organisational image by increasing the reputation and prestige of the organisation (Bravo, Matute & Pina, 2012). A good organisational image reinforces employees' trust and commitment to the organisation (Carmeli, Gilat & Waldman, 2007). In

addition, CSR is seen as an important tool for increasing brand value and strengthening stakeholder relations (Fatma, Rahman & Khan, 2015).

Organisational Identification and Sense of Belonging

Employees' identification with the organisation is considered as a part of their social identity (Ashforth & Mael, 1989). CSR activities help employees to align with the values and goals of the organisation and integrate with the corporate culture (Bhattacharya, Sen & Korschun, 2008). This increases the sense of belonging of employees and strengthens their commitment to the organisation (Dutton, Dukerich & Harquail, 1994).

The Mediating Role of CSR between Organisational Image and Commitment

Research shows that organisational image plays a mediating role in the relationship between CSR and employee engagement (Farooq, Payaud, Merunka & Valette-Florence, 2014). It is stated that CSR practices positively affect organisational image and this strong image increases employee engagement (Kim, Lee & Kim, 2010). In order to strengthen the mediation effect, it is recommended that organisations manage CSR activities effectively and shape their communication strategies accordingly (Pomering & Dolnicar, 2009).

Sample Quotations and Opinions

Sample quotations from the studies examined during the qualitative analysis and participant opinions are presented below:

- **On the Impact of CSR on Employee Engagement:**
 - *“My company's sensitivity to society and the environment makes me proud to work here and makes me feel more committed to my job”* (Glavas & Godwin, 2013).
 - *“My participation in corporate social responsibility projects increased my loyalty and motivation towards my company”* (Brammer, Millington & Rayton, 2007).
- **On Organisational Image and Identification:**
 - *“The positive reputation of our company positively affects my professional identity and makes me identify more with the organisation”* (Dutton et al., 1994).
 - *“Our organisation's leadership in social responsibility creates a strong sense of belonging among employees”* (Carmeli et al., 2007).
- **On the Impact of CSR on Organisational Image:**
 - *“Our sustainability-oriented projects strengthen the external image of our company and this is a source of motivation for us”* (Martinez, Perez & Rodriguez del Bosque, 2014).
 - *“Thanks to our CSR activities, we have a more reliable and respected position in the eyes of our stakeholders”* (Fatma et al., 2015).

Analysing Participant Views

The participants' statements support that CSR practices positively affect employees' emotional commitment and organisational image perceptions. Employees find their organisations' emphasis on social responsibility activities compatible with their values and this increases their commitment to the organisation (Maignan & Ferrell, 2001). In addition, it is seen that positive organisational image strengthens employees' self-esteem and social status perceptions and thus they tend to identify more with the organisation (Smidts, Pruyn & Van Riel, 2001).

Discussion

Comparison of Findings with Literature

The analyses show that corporate social responsibility (CSR) practices have a positive effect on employee engagement and this effect is strengthened through organisational image. Studies in the literature also support these findings. For example, Brammer, Millington and Rayton (2007) stated that CSR increases employees' affective commitment and strengthens their loyalty to the organisation. Similarly, De Roeck and Delobbe (2012) emphasised that CSR perception positively affects employee engagement through organisational image.

Table 4. Comparison of Findings with Literature

Findings	Supporting Studies in the Literature
Direct positive effect of CSR on employee commitment	Brammer et al. (2007); Glavas & Kelley (2014)
Mediating role of organizational image	De Roeck & Delobbe (2012); Kim & Park (2011)
CSR perception increasing organizational identification	Maignan & Ferrell (2001); Dutton et al. (1994)
Contribution of organizational image to employees' job performance	Carmeli & Freund (2009); Ashforth & Mael (1989)

Our findings show that CSR practices strengthen not only employee engagement but also organisational image. This is also supported by Maignan and Ferrell (2001) and Dutton et al. (1994). The results obtained in our research confirm the existing information in the literature and reveal the importance of using CSR as a strategic tool.

Discussions on the Effect of Organisational Image

Organisational image has been found to play a critical mediating role in the relationship between CSR and employee engagement. The fact that the organisation attaches importance to social and environmental responsibilities positively affects employees' perception of the organisation (Carmeli & Freund, 2009). This positive image increases employees' identification with and commitment to the organisation (Dutton et al., 1994). However, it should be taken into consideration that the effect of organisational image may vary according to sectors and cultural factors. For example, while the importance of organisational image may be more prominent for employees in the service sector, this effect may be more limited in the manufacturing sector (Kim & Park, 2011). Furthermore, cultural

values and norms may shape employees' perceptions of CSR and organisational image (Hofstede, 2001).

Theoretical and Practical Contributions

Our research makes important theoretical contributions to the literature. Firstly, it helps us to understand the complex relationship between CSR, organisational image and employee engagement in more depth. Secondly, by highlighting the mediating role of organisational image, it reveals the mechanisms that explain the impact of CSR practices on employees.

In practical terms, it provides guidance for managers to effectively implement CSR strategies and strengthen organisational image. It is possible for organisations to gain the trust of both external stakeholders and employees by investing in social responsibility projects (Turker, 2009).

Limitations of the Study

Our research has some limitations. Firstly, since our study is a qualitative literature analysis, it is not supported by quantitative data. Secondly, the sources used may be limited to a specific time period and geographical region. Finally, cultural and sectoral differences were not considered, which may limit the generalisability of the findings.

Conclusion and Recommendations

General Results

This study reveals the positive effect of CSR practices on employee engagement and that this effect is strengthened through organisational image. CSR strengthens employees' emotional ties to the organisation and positively affects organisational image. Organisational image, on the other hand, increases employees' identification with the organisation and their commitment.

Implementation Suggestions

The following recommendations are offered to managers:

- **Effective Implementation of CSR Strategies:** Organisations can increase employee loyalty by developing strategies for their social and environmental responsibilities.
- **Strengthening Organisational Image:** Effective communication of CSR activities will contribute to strengthening the organisational image.
- **Ensuring Employee Participation:** By encouraging active participation of employees in CSR projects, their identification with the organisation and their loyalty can be increased.

Suggestions for Future Research

The following issues can be addressed in future research:

- **Quantitative Research:** Examining the relationships between CSR, organisational image and employee engagement with quantitative data will increase the generalisability of the findings.

- **Analysing Cultural and Sectoral Differences:** How these relationships vary across different cultures and sectors can be investigated.
- **Conducting Longitudinal Studies:** Examining the effects of CSR practices and organisational image on employee engagement over time will provide a deeper understanding.

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