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# Work engagement as a mediator between perceived internal corporate social responsibility and deviant behaviour: The moderating effect of gender

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## Abstract

This study examines the role of work engagement in mediating the relationship between perceived internal corporate social responsibility (CSR) and workplace deviant behavior, with gender as a moderating variable. The research focuses on employees working in banking companies. Data were collected from 183 employees of banking institutions through an online survey questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that perceived internal CSR has a positive and significant effect on work engagement. This finding suggests that organizational practices that prioritize employee welfare, such as fair treatment, career development opportunities, and work-life balance, can strengthen employees' psychological attachment to their work. When employees perceive that their organization genuinely cares about their well-being, they tend to develop stronger dedication, energy, and involvement in their work. Furthermore, the findings reveal that internal CSR has a negative and significant effect on deviant behavior. This result indicates that employees who perceive their organization as socially responsible are less likely to engage in counterproductive behaviors that may harm the organization. Work engagement is also found to have a negative and significant effect on deviant behavior, suggesting that employees who are more engaged in their work tend to avoid behaviors that violate organizational norms. In addition, the mediation analysis demonstrates that work engagement partially mediates the relationship between internal CSR and deviant behavior. However, the moderating role of gender is not supported, indicating that the influence of internal CSR in reducing deviant behavior is relatively consistent across male and female employees in the banking sector. Overall, the findings highlight the importance of internal CSR as a strategic organizational resource for fostering employee engagement and minimizing workplace deviance.

## Introduction

Deviant behaviour in the workplace refers to actions by employees that violate organisational norms, rules, or values, such as theft, unauthorised absence, sabotage, or other unethical acts that conflict with the organisation's culture (Memon et al., 2021). This behaviour not only affects individuals but also has serious consequences for the organisation, including reduced productivity, financial losses, increased interpersonal conflict, and a deterioration in the company's reputation. Recent research also indicates that counterproductive work behaviour (CWB) has a negative

correlation with organisational performance and well-being in the long term (Kim et al., 2022). Therefore, companies need to understand the factors that can reduce or prevent such deviant behaviour (Griep et al., 2018; Memon, 2020; Obeid et al., 2025).

One organisational approach to enhancing employee well-being and morale is through the implementation of internal Corporate Social Responsibility (CSR) (Mostafa & Shen, 2019). Internal CSR refers to an organisation's commitment to addressing employees' well-being, rights, and needs through the adoption of socially responsible practices. The implementation of internal CSR takes the form of providing a fair and safe working environment, offering career development opportunities, creating a balance between workload and personal life (work-life balance), and protecting employees' rights (Ramdhan et al., 2022). These practices reflect the organisation's investment in human resources as a strategic asset.

A number of empirical studies indicate that perceptions of CSR are positively associated with more constructive employee behaviour, such as organisational citizenship behaviour and pro-environmental behaviour (Gullifor et al., 2023; Ko et al., 2023; Latif et al., 2022). Furthermore, positive perceptions of CSR also enhance employee engagement and organisational commitment (Texas & States, 2020), as well as strengthening employees' identification with the organisation (Chatzopoulou et al., 2022). Employees' trust in the organisation can increase employee engagement and loyalty, thereby strengthening their commitment to the company (Loor-zambrano et al., 2022). Thus, the more positive employees' perceptions of CSR are, the lower the likelihood of deviant behaviour arising due to a reduction in normative disorientation within the workplace.

When employees feel that the company cares for their well-being fairly through CSR, they tend to have a stronger commitment and avoid deviant behaviour that harms the organisation (Virador & Chen, 2022). Similar findings also indicate that internal CSR can reduce counterproductive work behaviour by enhancing job satisfaction and organisational commitment (Hur et al., 2018). This suggests that CSR is not merely a symbolic policy, but has tangible behavioural implications.

Theoretically, Theoretically, this study is grounded in social exchange theory and social identity theory. Social exchange theory explains that employees reciprocate favourable organisational treatment, such as internal CSR, through positive behaviours and reduced deviance (Mahmood et al., 2020). Meanwhile, social identity theory highlights how individuals' self-concept, including gender identity, shapes their interpretation of organisational practices. While alternative perspectives such as social information processing theory and organisational justice theory may also explain employee responses to CSR (Zhao et al., 2022), this study integrates social exchange and social identity perspectives to provide a more comprehensive explanation of both behavioural mechanisms and individual differences. Mahmood et al. (2020) state that when employees perceive a fair reciprocal relationship with the company, they are motivated to demonstrate behaviour aligned with organisational values. In line with this, Han et al. (2024) and Wang et al. (2017) explain that CSR fosters perceptions of fairness and organisational support, which encourage positive reciprocal behaviour. Within the framework of the Job Demands-Resources (JD-R) model, internal CSR can be viewed as an organisational resource that enhances energy and work engagement, thereby reducing the likelihood of deviant behaviour (Bakker & Demerouti, 2017; Kim et al., 2022). Internal CSR represents an organisation's investment in employee well-being and support, which drives increased job satisfaction and organisational commitment (Scheidler et al., 2018; Virador & Chen, 2022). When an organisation is perceived as fair and supportive, employees are more likely to align themselves with the organisation's goals (Obeid et al., 2025).

However, the influence of internal CSR on deviant behaviour is not always uniform across all individuals. Social identity theory explains that individuals derive meaning and self-identity from membership of social groups, including gender (Chatzopoulou et al., 2022; Hogg, 2018). Thus, gender is conceptualised as a critical boundary condition that shapes the strength of

the relationship between internal CSR and deviant behaviour. Prior research has demonstrated that CSR effects are contingent upon contextual and individual factors, such as leadership and cultural norms (Mahmood et al., 2020; Zulfiqar et al., 2019), yet gender-based differences remain underexplored in explaining deviant workplace behaviour. Gender identity can influence the way individuals evaluate and respond to organisational policies. Several studies indicate that gender moderates the relationship between CSR and various behavioural outcomes, including engagement and OCB (Hur et al., 2018; Kim & Kim, 2021). Recent studies have also found that women tend to exhibit a stronger response to socially oriented CSR practices compared to men (Ntalianis & Bouranta, 2025).

Honnamane et al. (2024) found that gender moderates the relationship between organisational support and work attitudes, whereby the effect of the independent variable on the dependent variable differs between men and women. Women are often associated with higher social orientation and empathy, so strong internal CSR may have a greater effect in reducing deviant behaviour among women than among men. Conversely, men may respond to internal CSR differently depending on the context and their perception of its benefits. This suggests that gender is not merely a control variable but can act as a moderating variable in the relationship between internal CSR and deviant behaviour.

Although there is evidence regarding the role of CSR in employee behaviour, most research has focused on the relationship between CSR and employee engagement, organisational citizenship behaviour, or job satisfaction (Farid et al., 2019; Freire et al., 2022; Vu, 2024). Although prior studies have established the relationship between internal CSR and employee outcomes, limited attention has been given to simultaneously examining the underlying mechanisms and boundary conditions that shape this relationship. Previous research has largely focused on direct effects or isolated mediating processes, without fully capturing the complexity of how and when internal CSR influences deviant behaviour. In particular, while job-related attitudes such as engagement and commitment have been identified as important mediators, the conditions under which these mechanisms operate remain underexplored. Prior studies also highlight the importance of boundary conditions, such as leadership style and perceived organisational hypocrisy, in shaping employee responses to CSR initiatives (Mahmood et al., 2020; Chang et al., 2021). However, the role of gender as a critical social identity factor has received relatively limited attention in this context. Therefore, this study addresses this gap by proposing a moderated mediation model that explains not only how internal CSR influences deviant behaviour through job commitment, but also when and for whom this mechanism is more effective, particularly across gender differences.

Based on the above, this study is important for examining the influence of internal CSR on deviant behaviour in the workplace, mediated by work engagement and moderated by gender. This study contributes to the CSR and organisational behaviour literature in three ways. First, it extends prior research by identifying job commitment as a key psychological mechanism linking internal CSR to deviant behaviour. Second, it introduces gender as a boundary condition, offering a more nuanced understanding of individual differences in CSR effectiveness. Third, by integrating mediation and moderation into a unified model, this study responds to recent calls for more complex and theory-driven models in CSR research (Zhao et al., 2022). By integrating mediation and moderation, this study advances theoretical understanding by capturing both the underlying mechanism (how) and the boundary conditions (when and for whom) of the relationship between internal CSR and deviant behaviour. Prior research highlights that combining mediation and moderation enables a more nuanced explanation of complex organisational phenomena, particularly in understanding how indirect effects vary across different conditions (Holland et al., 2017; Edwards & Lambert, 2007). This approach not only strengthens theoretical development but also provides practical insights by identifying conditions under which CSR initiatives are more effective in reducing deviant behaviour (Karazsia et al., 2014).

## **Literature Review**

### **Social Exchange Theory (SET)**

Social Exchange Theory (SET) is the primary theoretical foundation for explaining how Corporate Social Responsibility (CSR) practices influence employees' attitudes and behaviour. Essentially, SET posits that the relationship between individuals and organisations is built on the principle of reciprocity (Cook, 2015; Coyle-Shapiro & Diehl, 2018; Musleh & Cross, 2025). This exchange is not merely economic in nature but also involves social and emotional resources such as trust, recognition, and support.

While social exchange theory provides a strong foundation for explaining reciprocal behaviour, alternative perspectives such as social information processing theory and organisational justice theory also offer explanations for how employees interpret CSR practices (Zhao et al., 2022). However, this study adopts social exchange theory as the primary framework due to its emphasis on reciprocal relationships between employees and organisations.

In an organisational context, internal CSR practices can be understood as a form of the organisation's social investment in employee well-being. When an organisation provides a safe working environment, fair policies, development opportunities, and attention to work-life balance, employees interpret these actions as a form of care that goes beyond contractual obligations. This perception strengthens trust and the quality of the relationship between employees and the organisation (Chen & Sripson, 2022).

Beliefs in balanced reciprocity strengthen employees' tendency to reciprocate the organisation's positive treatment with constructive behaviour (Zhang et al., 2021). Thus, when employees perceive the organisation as a socially responsible entity that cares for their well-being, a sense of moral and affective obligation arises to reciprocate through increased work engagement. CSR, in this perspective, serves as a relational signal that fosters a sense of being valued, trusted, and supported.

### **Job Demands–Resources (JD–R) Model**

In addition to the relational approach, the relationship between CSR and engagement can also be explained through the Job Demands–Resources (JD–R) Model. This model classifies job characteristics into two main categories: job demands and job resources (Brough et al., 2013). Job resources serve as motivational factors that drive employee engagement and well-being.

Various cross-sector and cross-cultural studies have validated that the availability of job resources consistently increases work engagement and reduces psychological strain (Brauchli et al., 2015; Brough et al., 2013; Kaiser et al., 2020). Furthermore, job resources have also been shown to mitigate the negative impact of work demands on burnout and presenteeism (McGregor et al., 2016; Vinod Nair et al., 2020).

Within this framework, internal CSR can be positioned as an organisational-level job resource. Policies emphasising fairness, job security, organisational support, and career development provide a supportive structure that strengthens employees' psychological capacity. Kulikowski and Orzechowski (2018) assert that job resources provide benefits to all employees, regardless of individual differences in ability.

### **Internal Corporate Social Responsibility**

Internal perceptions of Corporate Social Responsibility (CSR) refer to employees' assessments of the organisation's strategic commitment to creating an ethical, supportive and sustainable working environment through various employee-focused internal practices. These practices include employee empowerment, skills development, competence, workforce diversity, work-life balance, occupational health and safety, and fair treatment within the organisation. In recent

literature, internal CSR is understood as a multidimensional construct integrated into organisational strategy to enhance employee well-being, work engagement, as well as organisational sustainability and performance (Hossen et al., 2020; Sánchez-Hernández et al., 2021). Furthermore, the implementation of internal CSR also emphasises the importance of responsible leadership and employee voice as key factors in creating an inclusive and sustainable work environment (Lämsä & Keränen, 2020; Lopez-Fernández, 2019).

From a theoretical perspective, internal CSR practices can be explained through Social Exchange Theory and Social Identity Theory. Social Exchange Theory explains that when employees perceive organisational support and care through internal CSR practices, they tend to reciprocate with increased commitment, engagement, and positive work behaviour (Aggarwal & Singh, 2022; Van et al., 2024). Meanwhile, Social Identity Theory emphasises that internal CSR practices can strengthen employees' identification with and pride in the organisation, thereby enhancing loyalty and constructive organisational behaviour (Aggarwal & Singh, 2022; George et al., 2020).

### **Perceptions of Internal CSR and Work Engagement**

Perceptions of internal CSR refer to various organisational practices that are explicitly aimed at employee well-being, such as job security, a safe working environment, opportunities for training, diversity, and fairness in internal policies. Within the framework of Social Exchange Theory (Blau, 1964), when an organisation demonstrates care and responsibility towards its employees, employees do not view this merely as an administrative policy, but as a form of attention worthy of reciprocation. This reciprocation often manifests in the form of more positive work attitudes and behaviours, including increased work engagement.

Various empirical studies consistently show that perceptions of internal CSR drive work engagement through psychological mechanisms such as job satisfaction, organisational identification, and perceived organisational support (Chang et al., 2021; Hossen et al., 2020; Jia et al., 2019; Lee, 2020; Zulfiqar et al., 2019). When employees feel treated fairly and supported, they tend to feel that the organisation truly values their presence and contributions. This sense of being valued strengthens the meaning of work and a sense of belonging to the organisation.

Ntalianis and Bouranta (2025) even suggest that internal CSR has a stronger impact on engagement than external CSR, as its benefits are felt directly by employees in their daily working lives. Other findings also confirm that CSR practices can enhance meaningfulness and psychological safety, two crucial psychological conditions that form the foundation of work engagement within the Job Demands–Resources (JD–R) framework (Chaudhary, 2018; Story & Castanheir, 2019). In this context, internal CSR can be understood as an organisational resource that helps employees feel safe, valued, and have room to grow.

More broadly, this relationship makes sense and can be generalised because the need for fairness, security, and recognition are fundamental human needs in the workplace. Across various industrial sectors and cultural contexts, when employees feel that the organisation cares about their well-being, the resulting responses tend to be similar: work energy increases, dedication strengthens, and engagement in tasks becomes deeper. Internal CSR, therefore, is not merely a formal policy, but also a relational signal that builds psychological bonds between employees and the organisation. Consequently, when employees perceive internal CSR practices positively, they tend to demonstrate higher levels of vigour, dedication, and absorption in their work.

H1: A positive perception of internal CSR influences work engagement.

### **Perceptions of Internal CSR and Deviant Behaviour**

Workplace deviance refers to actions that violate organisational norms and have the potential to harm the organisation or individuals within it, such as deliberately reducing work effort,

spreading conflict, or other forms of counterproductive behaviour. In many cases, deviance does not arise suddenly, but develops from a sense of injustice, disappointment, or psychological distance between employees and the organisation.

According to Social Exchange Theory, when employees feel treated fairly, valued, and cared for through internal CSR practices, they tend to respond with more constructive attitudes. Conversely, when social exchange relationships are positive, the need to 'respond negatively' diminishes. In other words, internal CSR practices can reduce the motivation to engage in counterproductive behaviour because employees no longer feel they have an emotional or moral justification for doing so.

Empirically, research shows that internal CSR enhances perceptions of fairness and moral obligation, thereby reducing the propensity for deviant behaviour (Chang et al., 2021; Lee, 2020). When organisations consistently demonstrate a commitment to employee well-being, the perception arises that the organisation is trustworthy and worthy of respect. Jia et al. (2019) add that consistent CSR strengthens organisational identification and reduces cynicism, which is often the root cause of deviant behaviour.

Furthermore, within the framework of moral identity and ethical climate, internal CSR practices serve as a signal of the values embraced by the organisation. When prosocial norms are reinforced through tangible and consistent policies, employees tend to align their behaviour with these moral standards (Chaudhary, 2018; Zulfiqar et al., 2019). In this context, internal CSR not only fosters satisfaction but also shapes a normative environment in which deviance feels at odds with the organisation's collective identity. Generally, this relationship can be generalised, as the tendency to engage in deviance is often linked to perceptions of injustice or a lack of organisational support. Across various industrial and cultural contexts, when organisations demonstrate a genuine commitment to internal well-being, the potential for deviant behaviour tends to diminish.

H2: Perceived internal CSR negatively influences deviant behaviour.

## **Work Engagement and Deviant Behaviour**

Work engagement is a positive psychological state characterised by high energy (vigor), strong dedication, and full immersion in work (absorption). Engaged individuals are not merely physically present at work, but are also cognitively and emotionally present. They feel that their work is meaningful and worthy of serious investment.

Within the framework of the Job Demands–Resources (JD–R) theory, engagement arises when individuals possess adequate work resources to cope with job demands. This condition not only leads to better performance but also acts as a protective mechanism against the emergence of negative behaviour. When someone possesses high levels of energy, focus, and commitment to their work, the tendency to engage in deviant behaviour is reduced, as such behaviour conflicts with the established goal orientation and psychological investment.

Empirically, research indicates that engaged employees are more focused on achieving organisational goals and are less likely to engage in deviant behaviour (Decuyper & Schaufeli, 2021; Zheng et al., 2021). Engagement strengthens self-regulation and goal congruence, enabling individuals to better control negative impulses and maintain behaviour aligned with organisational goals (Decuyper & Schaufeli, 2021). In other words, engagement helps individuals manage emotions, frustration, and work-related stress more adaptively. Zheng et al. (2021) also demonstrate that job control and self-efficacy further strengthen the negative relationship between engagement and deviance. When employees feel they have control over their work and believe in their own abilities, work engagement becomes more stable and less susceptible to disruption by stressors that could potentially trigger deviance.

More broadly, this relationship can be generalised because engagement represents a psychological state that is fundamentally opposed to deviant behaviour. Deviance often arises

from disengagement, frustration, or psychological detachment from the organisation. Conversely, engagement reflects a strong connection between the individual and their work. Across various organisational and cultural contexts, individuals who feel connected and energised in their work tend to maintain constructive behaviour.

H3: Work engagement negatively influences deviant behaviour.

### **The Moderating Role of Gender**

Despite growing evidence on CSR and employee behaviour, limited studies have examined gender as a boundary condition that shapes how employees respond to internal CSR practices. Prior CSR research emphasises the importance of contextual and individual contingencies in influencing outcomes (Mahmood et al., 2020; Zulfiqar et al., 2019), yet gender-based differences in deviant behaviour remain underexplored.

Gender differences in organisational contexts are often associated with variations in value orientation, social sensitivity, and how individuals respond to organisational practices. Gender is not merely a demographic category, but is also linked to patterns of socialisation, relational preferences, and moral orientations that can influence how organisational policies are interpreted and internalised.

In the context of CSR, research indicates that gender can moderate the relationship between CSR and various employee outcomes (Ntalianis & Bouranta, 2025). This implies that the impact of CSR is not uniformly consistent across all individuals; responses to social responsibility practices may vary depending on personal characteristics, including gender. Theoretically, women are often associated with a stronger relational orientation and higher moral sensitivity towards issues of justice and social concern. Consequently, internal CSR practices—which emphasise well-being, justice, and the organisation’s responsibility towards employees—tend to align more closely with these values. When there is alignment between personal values and organisational values, affective and behavioural responses tend to be stronger. In this context, women may respond to internal CSR with a higher level of moral commitment, thereby reducing the tendency to engage in deviant behaviour.

Conversely, male employees’ responses to internal CSR may be more influenced by other contextual factors such as workplace norms, incentive structures, or organisational culture. This does not mean that men are unresponsive to CSR, but the intensity and mechanisms of their response may differ. Jia et al. (2019) assert that individual factors and personal values can strengthen or weaken the impact of CSR on work attitudes; thus, it makes sense for gender to function as a boundary condition in this model. More broadly, this moderating relationship can be generalised because interpretations of organisational practices are always influenced by the lens of individual values and social experiences. In various cultural contexts, gender differences in social and moral orientation often result in variations in responses to socially responsible policies. Therefore, the negative impact of internal CSR on deviant behaviour is unlikely to be homogeneous, but rather stronger among groups of employees whose personal values are more aligned with the principles of internal CSR.

H4: Gender moderates the relationship between internal CSR and deviant behaviour, such that the negative relationship is stronger for female employees than for male employees.

### **The Mediating Role of Work Engagement**

Integrating the preceding arguments, internal CSR has been described as an organisational resource that strengthens work engagement (H1), whilst engagement has been shown to reduce the tendency towards deviant behaviour (H3). However, to understand this relationship more deeply, it is important to elucidate the psychological mechanisms that bridge the two. In this

context, work engagement is not merely an outcome variable, but functions as an internal process linking perceptions of organisational policies with actual behaviour in the workplace.

Based on Social Exchange Theory, when an organisation demonstrates care through internal CSR practices—such as fairness, support, and job stability—employees respond by developing emotional and cognitive attachment to their work. Meanwhile, within the Job Demands–Resources (JD–R) framework, internal CSR can be understood as an organisational-level job resource that strengthens work energy and dedication. The combination of these two perspectives explains that behavioural change does not occur directly, but rather through changes in an individual's psychological state.

Previous research indicates that work engagement mediates the relationship between CSR and various positive outcomes such as organisational citizenship behaviour (OCB) and performance (Chaudhary, 2018; Olorunsola et al., 2022; Story & Castanheir, 2019). These findings demonstrate that CSR first fosters work engagement before ultimately generating positive behaviour. By the same logic, this mechanism is also relevant for explaining the reduction in negative behaviour. In other words, internal CSR does not directly 'stop' deviance, but creates psychological conditions that make deviance less aligned with an individual's work orientation.

When employees feel valued and supported through internal CSR practices, they become more engaged and psychologically more connected to the organisation's goals. Under such conditions, engaging in deviant behaviour would conflict with the work identity and emotional investment that have been established. More broadly, this mechanism can be generalised because changes in work behaviour are generally influenced by changes in attitude and internal commitment, rather than solely by formal policies. In various organisational contexts, as work commitment increases, the tendency to undermine the very systems that provide the source of their own work meaning will naturally decrease.

While prior studies have examined mediation and moderation separately, integrating these two approaches provides a more comprehensive understanding of organisational behaviour. Specifically, mediation explains the underlying mechanism (how) through which internal CSR influences deviant behaviour, whereas moderation identifies the boundary conditions (when and for whom) this mechanism is stronger or weaker. Previous research highlights that combining mediation and moderation enables a more nuanced explanation of complex relationships by capturing conditional indirect effects (Holland et al., 2017; Edwards & Lambert, 2007). This integrative approach is particularly relevant in CSR research, where employee responses are shaped not only by psychological processes but also by individual differences such as gender.

H5: Work engagement mediates the relationship between internal CSR and deviant behaviour.

## **Research Method**

The population in this study comprises all employees working in the banking industry. The sample was determined using purposive sampling, a method of sample selection based on specific considerations and criteria tailored to the research objectives (Hartono, 2018). The use of purposive sampling is considered appropriate in organisational behaviour research as it enables the researcher to obtain respondents with characteristics and work experience relevant to the variables under investigation (Etikan et al., 2016).

The criteria for respondents in this study are employees working in banking institutions, including state-owned banks (BUMN), private banks, and regional development banks, with a minimum of one year's service. This service criterion was established to ensure that respondents possess a sufficient understanding of organisational policies and practices (Sekaran & Bougie, 2016). Furthermore, the research sample includes employees at both staff and managerial levels, given that both groups are directly involved in operational activities and organisational decision-making, making them relevant for analysis within the context of work behaviour research

(Podsakoff et al., 2012). The researcher ensures the confidentiality of respondents' data in order to obtain optimal survey results.

The study employs a non-probability sampling approach, specifically purposive sampling, in which respondents are selected based on predetermined criteria aligned with the research objectives. This technique enables the researcher to identify individuals who are considered most relevant and who possess characteristics consistent with the focus of the study, thereby facilitating the collection of more in-depth and contextually rich information (Memon et al., 2025). The sampling frame is defined as employees within selected banking institutions who meet the inclusion criteria; however, this frame may not fully represent the entire population of banking employees across different regions and organisational scales. This limitation arises because, in non-probability sampling, the selection of samples is not conducted randomly, meaning that not all members of the population have an equal chance of being included in the study.

This study utilises primary data collection techniques, namely data obtained directly from primary sources or respondents possessing information relevant to the research object, to be subsequently analysed in order to address the research questions (Sekaran & Bougie, 2016). Data collection was conducted via an online questionnaire distributed to respondents. The survey method is a commonly used approach in primary data collection, involving the presentation of a series of structured questions to individuals as research respondents (Hartono, 2018).

The research instrument, in the form of a questionnaire, was structured into two sections. The first section contained information regarding the demographic characteristics of the respondents, whilst the second section comprised measurement indicators for the constructs of internal corporate social responsibility (CSR) perception, deviant employee behaviour, and work engagement. All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The use of the Likert scale in organisational behaviour research is considered effective for measuring individuals' attitudes, perceptions, and evaluations of social and organisational phenomena (Hair Jr et al., 2017; Podsakoff et al., 2012).

### **Data Analysis Techniques and Variable Measurement**

Partial Least Squares (PLS) is a powerful statistical analysis technique often categorised as a soft modelling approach, as it does not require the fulfilment of strict assumptions as in Ordinary Least Squares (OLS) regression, such as multivariate normality and the absence of multicollinearity among exogenous variables (Ghozali & Latan, 2015). The PLS approach was developed to test research models that are still exploratory in nature or have a relatively weak theoretical basis, and can be used in data conditions with a limited sample size or non-normal data distribution (Hair et al., 2012; Sarstedt et al., 2017).

In practice, PLS analysis comprises two main stages: the evaluation of the measurement model (outer model), which aims to assess the validity and reliability of the constructs; and the testing of the structural model (inner model), which is used to test the causal relationships between latent variables within the research model (Hair et al., 2019).

### **Internal Corporate Social Responsibility (CSR)**

From a stakeholder theory perspective, corporate social responsibility (CSR) is understood as a form of an organisation's fulfilment of its responsibilities towards various stakeholders, both internal and external (Freeman & Moutchnik, 2013). This study focuses on internal CSR, namely organisational policies and practices oriented towards the interests and well-being of employees, such as support for educational and career development, skills enhancement, meeting employees' needs, and the application of fairness in managerial decision-making (Turker, 2009; Mostafa & Shen, 2019). Perceptions of internal CSR in this study were measured using six indicators developed by Turker (2009) on a five-point Likert scale.

## Deviant Behaviour

Deviant behaviour in the workplace is defined as voluntary actions undertaken by members of an organisation that have the potential to harm the organisation or other stakeholders (Robinson & Bennett, 1995). One form of this is organisational deviant behaviour, which refers to behaviour directly directed at the organisation, such as the misuse of assets, disregard for work instructions, and tardiness (Bennett & Robinson, 2000). Employee deviant behaviour also encompasses unethical behaviour, fraud, counterproductive behaviour, and various forms of actions that violate organisational norms (Cohen-Charash & Spector, 2001; Chen et al., 2014). In this study, deviant employee behaviour was measured using 12 indicators developed by Bennett and Robinson (2000) on a five-point Likert scale.

## Work Engagement

Work engagement is defined as a positive psychological state related to work and characterised by enthusiasm, dedication, and a high level of immersion in work activities (Schaufeli et al., 2002). A high level of work engagement reflects employees' positive emotional attachment to the organisation, manifested through simultaneous physical, cognitive, and affective involvement in the performance of work (Halbesleben et al., 2009; Rich et al., 2010). In this study, work engagement was measured using 17 indicators developed by Schaufeli et al. (2006) on a five-point Likert scale.

## Result and Discussion

**Table 1.** Descriptive Statistical Analysis

Descriptive Statistics	N	Minimum	Maximum	Mean	Standard Deviation
Gender	183	1	2	1.689	0.463
PCSR	183	10.00	25.00	19.8962	3.34551
Deviant Behaviour	183	8.00	32.00	10.7322	3.60698
Work Engagement	183	20.00	50.00	38.2951	5.87043

Based on the results of the descriptive statistical analysis of 183 respondents (Valid N = 183), no missing data were found for the three variables under study. The PCSR variable had a minimum score of 10 and a maximum of 25, with a mean of 19.90 and a standard deviation of 3.35, indicating that the respondents' PCSR levels tended to be high with relatively moderate data variation. The deviant behaviour variable had a minimum score of 8 and a maximum of 32, with a mean of 10.73 and a standard deviation of 3.61, indicating that, in general, the respondents' level of deviant behaviour was low, although there was still variation between individuals.

Meanwhile, the work engagement variable has a minimum score of 20 and a maximum of 50, with a mean of 38.30 and a standard deviation of 5.87. This mean value indicates that the respondents' level of work engagement tends to be high, with data dispersion still falling within the moderate category. In general, these descriptive results reveal a pattern whereby respondents have relatively high levels of PCSR and work engagement, as well as relatively low levels of deviant behaviour, which can serve as a basis for further inferential analysis to test the relationships between variables.

## Results of the measurement model test (outer model)

**Table 2.** Convergent Validity Test

	Average variance extracted (AVE)	Description
Internal CSR	0.648	Valid
Work Engagement	0.642	Valid
Deviant Behaviour	0.667	Valid

Based on the results of the measurement model (outer model) testing using SmartPLS, the Average Variance Extracted (AVE) values for each construct showed adequate results, namely 0.648 for Internal CSR, 0.642 for Work Engagement, and 0.667 for Deviant Behaviour. All these AVE values are above the recommended threshold of 0.50 in convergent validity evaluation, indicating that more than 50% of the variance in the indicators can be explained by the latent constructs being measured. These findings indicate that each construct possesses a good level of convergent validity and is capable of adequately representing the of its indicators, thereby deeming the measurement model suitable for progression to the structural model evaluation stage (inner model).

**Table 3.** Discriminant Validity Test

	Internal CSR	Gender	Employment Status	Deviant Behaviour
Internal CSR				
Gender	0.111			
Work Commitment	0.590	0.285		
Deviant Behaviour	0.245	0.061	0.343	
Gender x Internal CSR	0.84	0.039	0.525	0.186

Based on the correlation matrix between constructs shown, the model generally meets the criteria for discriminant validity. This is evident from the correlation values between the main variables—namely Internal CSR, Gender, Work Commitment, and Deviant Behaviour—all of which are below the 0.85 threshold. The relatively low to moderate correlation values indicate that each construct possesses distinct characteristics and that there is no measurement overlap between variables within the model.

Although there is a high correlation of 0.84 between Internal CSR and the interaction variable (Gender  $\times$  Internal CSR), this condition is still acceptable because the interaction variable is mathematically derived from the Internal CSR variable. Therefore, this high correlation is conceptual in nature and does not constitute an indication of a failure of discriminant validity. Thus, overall, the model can be deemed sound and meets the criteria for discriminant validity.

**Table 4.** Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Internal CSR	0.864	0.870	0.902	0.648
Work Engagement	0.930	0.937	0.941	0.642
al Deviance	0.918	0.944	0.933	0.667

Based on the results of the reliability test using SmartPLS, all constructs demonstrated a very high level of internal consistency. The Internal CSR construct has a Cronbach's Alpha value of 0.864, a rho\_a of 0.870, and a Composite Reliability (rho\_c) of 0.902. The Work Engagement construct shows a Cronbach's Alpha value of 0.930, a rho\_a of 0.937, and a rho\_c of 0.941.

Meanwhile, the Deviant Behaviour construct has a Cronbach's Alpha value of 0.918, a rho\_a of 0.944, and a rho\_c of 0.933. All Cronbach's Alpha and Composite Reliability values are above the 0.70 threshold, indicating that each construct possesses strong internal reliability. Furthermore, the AVE values for each construct also exceeded 0.50, thereby strengthening the evidence of convergent validity. Overall, these findings indicate that the measurement model possesses good quality in terms of reliability and validity, making it suitable for progression to structural equation modelling.

**Table 5.** Coefficient of Determination (R-Square)

	R-square	Adjusted R-square
Work Engagement	0.289	0.285
Deviant behaviour	0.127	0.107

The coefficient of determination (R-square) in the structural model indicates that the R-square value for Work Engagement is 0.289 (adjusted R-square = 0.285), meaning that PCSR explains 28.9% of the variation in Work Engagement, whilst the remaining 71.1% is influenced by other variables outside the model; based on PLS-SEM evaluation criteria, this value is classified as weak to moderate. Furthermore, the R-squared value for Deviant Behaviour of 0.127 (adjusted R-squared = 0.107) indicates that PCSR and Work engagement together can only explain 12.7% of the variation in Deviant Behaviour; thus, the model's explanatory power for this variable is classified as weak, suggesting that the majority of the variation in deviant behaviour is influenced by other factors not included in this study.

**Table 6.** Model Fit Evaluation

	Saturated model	Estimated model
SRMR	0.068	0.079
d_ULS	1.173	1.562
d_G	0.504	0.523
Chi-square	509.971	531.174
NFI	0.816	0.809

Model fit evaluation shows that the SRMR value for the saturated model is 0.068 and for the estimated model is 0.079, which is still below the threshold of 0.08, thus indicating an acceptable level of model fit. The values of d\_ULS and d\_G in the estimated model are 1.562 and 0.523 respectively, which comparatively do not indicate excessive deviation between the empirical covariance matrix and the estimated model. The Chi-square value for the estimated model is 531.174, which is indeed relatively large; however, in the context of PLS-SEM, this index is not a primary indicator of model fit as it is sensitive to sample size. Meanwhile, the NFI value of 0.809 indicates a moderate level of model fit, although it has not yet reached the ideal criterion of  $\geq 0.90$ . Overall, based on the SRMR and NFI indicators, the research model can be said to have an adequate level of fit and remains within acceptable limits for further analysis.

Multicollinearity Test

**Table 7.** VIF value of less than 5 is safe

	VIF
Internal CSR → Work Engagement	1.000
Internal CSR → Misconduct	3.682
Gender → Deviant Behaviour	1.107
Gender x Internal CSR → Deviant Behaviour	3.587
Work Engagement → Deviant Behaviour	1.551

The results of the multicollinearity test indicate that all Variance Inflation Factor (VIF) values are below the 5 thresholds, so it can be concluded that there is no multicollinearity issue in the structural model. The VIF value on the Internal CSR → Work Engagement path of 1.000 indicates the absence of high correlation with other predictors. On the path leading to Deviant Behaviour, the VIF values are 3.682 for Internal CSR, 1.107 for Gender, 3.587 for the Gender × Internal CSR interaction, and 1.551 for Work Engagement. Although the VIF values for Internal CSR and the interaction variables are relatively higher than those of other predictors, the values

remain within safe limits (<5), so it can be concluded that the model is free from multicollinearity and the path coefficient estimates can be interpreted reliably.

**Results of the Structural Model Test (Inner Model)**

**Table 8.** Test results for Internal Weight (Direct Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics ( O/STDEV )	P-values
Internal CSR → Work engagement	0.538	0.545	0.068	7.909	0.000
Internal CSR → Deviant Behaviour	-0.338	-0.356	0.119	2.845	0.004
Gender → Deviant Behaviour	-0.136	-0.137	0.178	0.761	0.447
Gender x Internal CSR → Deviant Behaviour	0.116	0.130	0.155	0.749	0.454
Work Engagement → Deviant Behaviour	-0.317	-0.325	0.090	3.509	0.000

The results of the hypothesis testing indicate that Internal CSR has a positive and significant effect on Work Engagement ( $\beta = 0.538$ ;  $t = 7.909$ ;  $p < 0.001$ ), meaning that the higher the perception of internal CSR, the higher the employees' work engagement. Furthermore, Internal CSR has a negative and significant effect on Deviant Behaviour ( $\beta = -0.338$ ;  $t = 2.845$ ;  $p = 0.004$ ), indicating that an increase in Internal CSR reduces the tendency towards deviant behaviour. Work engagement also has a significant negative effect on Deviant Behaviour ( $\beta = -0.317$ ;  $t = 3.509$ ;  $p < 0.001$ ), such that the higher the work engagement, the lower the deviant behaviour. Conversely, Gender does not have a significant effect on Deviant Behaviour ( $\beta = -0.136$ ;  $p = 0.447$ ), and the interaction effect of Gender  $\times$  Internal CSR on Deviant Behaviour was also not significant ( $\beta = 0.116$ ;  $p = 0.454$ ), meaning there was no evidence that gender moderates the relationship between internal CSR and deviant behaviour. Overall, the hypotheses regarding the direct effects of internal CSR and work engagement were supported, whilst the hypothesis regarding gender moderation was not supported.

**Table 9.** Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics ( O/STDEV )	P-values
PCSR → Z → Y	-0.102	-0.110	0.047	2.145	0.032

The results of the indirect effect test indicate that the relationship between PCSR and Deviant Behaviour via Work engagement has a coefficient of -0.102 with a t-statistic of 2.145 and a p-value of 0.032 (< 0.05). These values indicate that the indirect effect is negative and statistically significant, thus proving that Work engagement mediates the relationship between PCSR and Deviant Behaviour. The negative direction of the coefficient indicates that an increase in PCSR will increase Work Engagement, which in turn reduces the level of Deviant Behaviour. Thus, Work Engagement acts as a significant mediator in explaining the mechanism of PCSR's influence on Deviant Behaviour.

**Discussion**

**Internal CSR and work engagement**

The finding that internal CSR enhances work engagement supports recent literature affirming that internally oriented CSR practices such as occupational health and safety, diversity, and work

life balance can significantly increase engagement (Chang et al., 2021; Farrukh et al., 2019; Ranjan & Dash, 2022). These findings are also consistent with meta-analyses showing that perceptions of CSR are positively associated with various employee outcomes, including engagement (Paruzel et al., 2021; Zhao et al., 2022). From the perspective of Social Exchange Theory, when organisations demonstrate concern for employees' well-being, employees reciprocate with higher levels of work engagement (De Roeck & Maon, 2016). Psychologically, internal CSR enhances a sense of being valued, organisational justice, and identification with the company (Jia et al., 2019). This explains why the correlation coefficients in this study are relatively strong.

### **Internal CSR and deviant behaviour**

The research findings indicate that internal CSR directly reduces deviant behaviour. This finding is consistent with studies that have found internal CSR to be capable of curbing deviant behaviour through increased engagement and organisational identification (Chang et al., 2021; Mostafa & Shen, 2019). Mahmood et al. (2020) assert that CSR functions as a normative mechanism that shapes employees' ethical behaviour. Furthermore, research by Park et al. (2017) and Mostafa et al. (2022) indicates that high-commitment HR practices and internal CSR significantly reduce counterproductive behaviour. These findings are also consistent with Social Identity theory, whereby CSR reinforces organisational identity so that employees tend to avoid behaviour that harms the organisation (De Roeck & Maon, 2018).

### **Work engagement and deviant behaviour**

Work engagement has been shown to significantly reduce deviant behaviour. These findings support previous research stating that engagement acts as a psychological bridge between organisational perceptions and work behaviour (Jia et al., 2019; Lee, 2020). Engaged employees possess high levels of energy, dedication, and focus on their work, thereby reducing the likelihood of engaging in deviant behaviour. Furthermore, work engagement enhances intrinsic motivation, which is known to reinforce positive behaviour and suppress negative behaviour (Oh et al., 2023).

### **The mediating role of work engagement**

The results of the indirect effect test indicate that work engagement mediates the relationship between PCSR and deviant behaviour ( $\beta = -0.102$ ;  $p = 0.032$ ). As the direct effect of CSR on deviance remains significant, the mediation is of a partial nature. These findings are consistent with the research by Ranjan and Dash (2022) and Chang et al. (2021), which found that engagement is the primary mediator in the relationship between CSR and deviance. Meta-analyses by Zhao et al. (2022) and Paruzel et al. (2021) also confirm that engagement is a strong psychological mechanism in explaining the influence of CSR on employee outcomes. Thus, internal CSR not only has a direct impact on deviant behaviour but also operates through increased work engagement as the primary psychological mechanism.

### **Gender moderation**

The gender moderation hypothesis was not supported in this study. These results indicate that the influence of internal CSR on deviant behaviour is relatively consistent between men and women in the context of this study. The literature suggests that gender moderation is contextual. Mendes et al. (2025) and Ntalianis and Bouranta (2025) found that women often exhibit a stronger engagement response to CSR, yet Chaudhary (2018) and several other studies report that the gender moderation effect is not always significant. Therefore, the lack of significance of moderation in this study can be explained by cultural, industry, or sample homogeneity factors.

Several prior studies indicate that gender does not consistently act as a moderating variable in the relationship between internal CSR, employee attitudes, and deviant behavior. For instance, CSR influences employee behavior primarily through psychological mechanisms such as job satisfaction and organizational identification rather than demographic differences (Memon et al., 2021). Furthermore, empirical evidence suggests that gender effects are often context-dependent and may be insignificant in explaining variations in behavioral outcomes, indicating that organizational factors play a more dominant role (Ren et al., 2024).

## Conclusion

Research This study aims to analyse the influence of internal perceptions of Corporate Social Responsibility (CSR) on deviant behaviour among employees, with work engagement as a mediating variable and gender as a moderating variable, amongst employees in the banking sector. The results of the study indicate that perceptions of internal CSR have a positive and significant effect on work engagement. This finding is consistent with Social Exchange Theory, which explains that the relationship between employees and the organisation is based on the principle of reciprocal exchange; when the organisation demonstrates concern for employees' well-being, employees tend to respond with more positive work attitudes and behaviour (De Roeck & Maon, 2016). Internal CSR practices such as organisational justice, career development support, and work–life balance can strengthen employees' sense of being valued and their identification with the organisation, thereby enhancing work engagement (Chang et al., 2021; Jia et al., 2019). Furthermore, research findings also indicate that internal CSR has a significant negative effect on employees' deviant behaviour. This indicates that when an organisation is perceived as a responsible entity that cares about employee well-being, employees are less likely to engage in counterproductive behaviour, in line with previous research findings regarding the role of CSR in fostering more ethical and constructive work behaviour (Chang et al., 2021; Mahmood et al., 2020; Mostafa & Shen, 2019).

Furthermore, this study found that work engagement has a negative effect on deviant behaviour, suggesting that employees with high levels of engagement tend to be more focused on organisational goals and are less likely to engage in actions that harm the organisation (Decuyper & Schaufeli, 2021; Zheng et al., 2021). Indirect effect analysis also indicates that work engagement partially mediates the relationship between internal CSR and deviant behaviour, suggesting that internal CSR not only has a direct impact on employee behaviour but also operates through increased work engagement as the primary psychological mechanism (Ranjan & Dash, 2022; Zhao et al., 2022). However, this study found no evidence that gender moderates the relationship between internal CSR and deviant behaviour. These findings suggest that the influence of internal CSR in curbing deviant behaviour is relatively consistent between male and female employees in the context of this study, as also reported in several previous studies indicating that gender moderation effects are not always significant and are often contextual (Chaudhary, 2018). Overall, the results of this study confirm that the implementation of internal CSR focused on employee well-being can serve as an effective organisational strategy for enhancing work engagement whilst reducing deviant behaviour in the workplace.

The practical implications of this study provide considerations for companies to optimize internal CSR programs as a form of concern for employees, such as offering educational support, encouraging skill and career development, addressing employees' needs and expectations, and ensuring fairness in managerial decision-making. Internal CSR programs also function as a control mechanism to ensure that employees act in alignment with organizational goals. Furthermore, the implementation of internal CSR can strengthen employees' emotional attachment to the company, thereby reducing deviant behavior. From a theoretical perspective, this study contributes to the literature on internal organizational policies that influence employee behavior by incorporating psychological factors. It integrates social exchange theory and social

bonding theory to explain the relationship between perceived internal CSR and employee deviant behavior. However, gender, which was included as a moderating variable, was not found to significantly moderate this relationship, indicating that the effect of internal CSR on employee behavior tends to be consistent regardless of gender differences.

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