

The Effect of Corporate Social Responsibility on the Organizational Identification, Evidence on the miners in the DRC

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Abstract:

Nowadays, Employees are becoming more sensitive to the social and environmental issues, however prior researches have looked at the relationship between Corporate social responsibility and employees attitudes, in align to that, this paper also aims of to investigate the effect of dimensions of corporate social responsibility on the organizational identification, a cross sectional study from the mining sector of the Democratic Republic of Congo, whereby the data was collected from 415 workers within this sector, whereby 61.2 % employees were male, and 38.8 % of them were females. In verifying the validity of the various constructs, Factor analysis with Principal component analysis using varimax rotation was conducted, correlations analysis to determine the relationship among the construct, further a path coefficient analysis using Lisrel 87, however the results showed that Organizational Identification is highly predicted by the corporate social responsibility based on the three first dimensions, Economic, Legal and environmental responsibility. Thus, it was recommended to the mining firms to improve their CSR practices, should enhance their communications about CSR internally, for the workers to be aware of the firm's actions.

Keywords: Corporate Social Responsibility, Organizational identification, Employees, mining sector.

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I. INTRODUCTION

The corporate social responsibility towards employees is considered as the internal CSR, few firms have initiated activities that ensure the welfare of their workers, and support the good working conditions, basically the CSR activities would **impact** the perception of employees towards the company which they belong to. Whereby, the employees' perception about the extent of respect from the company may also impact their identification by improving the perceived status in their company (Tyler & Blader, 2002). In the research field as well as in corporate strategies, less attention is given to the effect of CSR on the employees. Nowadays, CSR issue has become a hot topic for activists, NGOs, however firms should reconfigure their approach about strategic CSR, by systematically analyzing their current internal CSR practices, generally firms that implement CSR, these activities are external and oriented to the customers, such as aiming customer satisfaction, whereas few are those who attempted to look on how it might affect the employees. Some organizations have gone through serious consequences, from lack of good CSR practices. Nowadays customers, activists, potential employees are interested in how firms treat their employees, some companies have been boycotted by consumers due to their unethical behavior towards their workers.

For instance, one of the Australian manufacturer James-Hardie had serious lawsuit situation that involves billions of dollars, for ignoring of negative health effects of asbestos. A British mining company, Lonmin which is a platinum and metal producer, had also ignored the CSR implications, and faced a loss of 34 of their employees during a strike for a better compensation and claiming the better work's safety. This situation led to the withdrawal of another U.K-listed miner, Anglo-American, which suspended its operations, as South African platinum mines one month later. The official reason was to "protect the safety of our employees" and not to risk being smudged by bad press, where media potentially assume one mining company being as bad as the other. Anglo-American wanted to stay out of trouble that easily could have transferred from one industry player to another. CSR-derived reputational capital is a new currency to be recognized and needs to be applied proactively.

Banro Corporation, which is a Canadian gold exploration and mining company, suspended its operations in some regions of the Democratic Republic of Congo, due to some conflicts from the local and some armed militia, the controversy of the story, the locals and some militias are blaming the firm of not having good social policy. In DR Congo for instance, there are several cases whereby in the mining sector, firms are not

implementing CSR policies in most of their operations. Several studies sought to explain the mechanism of the perception of employees and the attitudes of employees at the workplace, consequently, employees who have high organizational identification tend to enhance their engagement in their work, because they believe this process is mutually beneficial (He & Brown, 2013). In this regard, Employees perceive that external and internal CSR has a positive impact on organizational identification (Bhattacharya & Korschun, 2008). SIT signifies that the CSR activities of company have a significant and direct impact on employees' organizational identification. According to SIT, employees tend to bolster their self-esteem and enhance their self-image by identifying with organizations and groups which are acknowledged for their responsibility and social engagement (Gond et al., 2010). Thus, organizational identification derived from the image and the perceived prestige of the organization can be a driver of organizational identification (Dutton et al., 1994; Tyler & Blader, 2002). In addition, corporate involvement in social issues and reputation are positively connected to each other (Hess et al., 2002). This study aims to explore the impact of CSR within mining sectors and determine its impact on the organizational identification of employees,

II. LITERATURE

Corporate Social Responsibility

The early stage in the introduction of the notions of CSR was around the 1960, by (Bowen, 1953 ; Frederick, 1960) . Later on (Carroll, 1991) popularized the concept of CSR, developing his multilayered concepts, known as Carol's pyramid which consists of four interrelated aspects: economic, legal, ethical and philanthropic responsibilities. However, Carroll suggested a pyramid that assesses the corporate social responsibility in four dimensions. His pyramid holds that the economic responsibilities implies that companies ought to provide goods and services to the public and to make a profit. Which is considered as the foundation upon which the other three responsibilities rest. Secondly, the legal responsibilities consist of abiding to the regulations and rules that are in place, and also to the taxation system within the country. Thirdly, the ethical responsibilities are practices that have not been codified into the law. Societal members expect a company to do what is right and fair. Lastly, at the top of the pyramid companies have a philanthropic responsibility. Business organizations are expected to be good corporate citizens and to improve the quality of life. (Visser, 2008) , looked CSR from the developing countries, whereby still economic responsibilities have the most emphasis, whereas Philanthropy is given second highest priority, followed by legal and then ethical responsibilities. In practice, however, it is likely that the economic and philanthropic aspects of CSR (rather than the legal and ethical responsibilities) will continue to dominate CSR conceptualization and practice in Africa and according to the European Commission CSR, firms ought to integrate social and environmental concerns in their day-to-day operations, in order to improve the well-being and the welfare of their stakeholders, and it should be on a voluntary basis.

However, (Porter & Kramer, 2006) argued that, the essence of CSR must be of adding a shared value, that is of a great impact to the society as well as for the business. Moreover, they looked at CSR on strategic point of view, whereby the economic and social issues can be treated as opportunities for business, as firm will have to come with solutions to some of the social problems, therefore in as much as firms are able to provide solutions, sustainable profits will be secured, and the firm will improve its image. However, the authors believed CSR is new strategic approach in enhancing the competitive advantage of the firm. by incorporating CSR in the value Chain, firms would begin to integrate CSR strategies in their marketing and sales, furthermore, promote the ethical aspect and socially responsible of the firm to its audience. Meanwhile, in as much as, companies are looking to reflect the good side of their activities, the truth of the matter is all the activities within organizations are largely performed by the employees of the firm. If these employees are not given a focus in the firm's CSR endeavor, and they do not agree with the firm, there will be a problem with their commitment, whereby giving themselves to working hard may be affected and that is where the firm's profit maximization goal will be affected, nowadays almost every firm's non-financial reports, there is a section mainly for their CSR activities, whereas in the inside, the workers are having a good treatment.

It's fantastic the contribution of the social media, in today's world, it has helped to uncover a lot of hidden stories, several issues that have been happening inside the factories of some of the multinationals companies, situations that led consumers to sabotage and boycotted the products of certain brand, due to lack of good CSR towards their employees, and potential employees have becoming very sensitive when it comes to CSR issues, however Firms also stand the potential benefit of attracting top talent and capital (Kramer, 2011; Schreiber, 2011).

Organizational Identification

Basically, Organizational Identification is associated with the perception of oneness with the organization (Ashforth & Mael, 1989). Often, individuals within an organization or a group have the tendency of identifying themselves with some particularities of the organization or the group which they belong to, for

instance, individuals naturally have and support certain values, what they stand for, therefore while associating in a group or with organization that promote similar values, they will always be supportive to this group, it also applies to the organization, workers are more willing to behave in line with the interests of the company (Van Knippenberg & Sleebos, 2006).

Individuals attempt to attain or keep a positive social identity, which they could obtain as a member of various groups. As the perception of belonging to a social group, whereby in this case it is the organization. At the other perspective, it is defined as identification as a form of self-categorization. (Pratt, 1998) explains Organizational identification with the question “who am I in relation to the organization” looks at social identification as the cognition of being a member of a group. Patchen’s (1970) in his identification theory, the organization identification was established on three components, firstly, the feelings of solidarity with the organization; secondly the attitudinal and behavioral support for the organization; and thirdly the perception of shared characteristics with other organizational members. And it has been concluded that Organizational identification would affect both the satisfaction and behavior of employees and the effectiveness of the organization.

Furthermore, in understanding the Organizational identification, (Ashforth & Mael, 1989) established four principles, first of all, Identification is a perceptual-cognitive concept, not necessarily associated with specific behaviors or emotional states. Secondly, Group identification means experiencing at personal level the group’s successes or failures. Thirdly, Identification is different from internalization. Fourthly, Identification means referring to self in terms of a social category, while internalization means incorporating the group’s attitudes or values as guiding principles of one’s own behavior. Accepting a social category as a definition of self does not imply also accepting the group’s values and attitudes. Moreover, identification is specific to each organization; internalization and commitment might not be, because several organizations may share common goals and values. Commitment might arise because that organization is a platform for one’s own career goals. This leads to the fact of leaving an organization for another one, where these goals can better be fulfilled, is always a possibility. Identification with an organization, however, means one cannot leave it without some kind of “psychic loss” 4. Group identification is similar to identification with an individual, in the sense that one defines oneself in terms of that social referent.

In exploring the empirical studies on CSR, several works studied the influence of CSR on customer, meanwhile only few sought to understand the effect corporate social responsibility in the inside the organization, however few researchers focused on the internal effect, such as (Bourraoui, Bensemmane, Ohana, & Russo, 2019; Brammer, Millington, & Rayton, 2007; Glavas & Kelley, 2015; Khan, Sarwar, & Khan, 2018; Turker, 2009), whereby most of them looked at the behavioral outcomes, some researchers looked at the organizational commitment and others on the job satisfaction, meanwhile in most of the studies organizational identification was treated as a mediating variable. Most of the empirical research highlighted how identification explains CSR’s influence on consumers and employees. Research has shown that individuals’ identification with an organization may be aligned with specific forms of social exchange (Flynn, 2005; Lawler, 2001; Molm & Cook, 1995; Molm, Peterson, & Takahashi, 1999). This suggests that individual levels of organizational identification may influence social exchange, and subsequent processes, triggered by CSR, may affect social exchange dynamics within organizations.

Measures and Hypotheses

In this study *Perceived CSR*, as the employees’ perceptions of CSR were established on 20 items with the five distinctive dimensions of CSR which represent the independent variables, emerged in consideration of the different studies of CSR (Carroll, 1991; Visser, 2008; Yakovleva & Vazquez-Brust, 2012). As the study focused on the mining sector, few researches were looked at the similar concerns, whereby the items were adopted from (Mutti, Yakovleva, Diego, & Di Marco, 2012; Yakovleva & Vazquez-Brust, 2012). whereby in these study looked at the perceptions of stakeholders towards the CSR of the mining sector in Argentina.

A the other hand, **Organizational Identification** is the dependent variable, however In this study, (Mael & Tetrick, 1992) measures of OID were adopted, whereas, (Bergami & Bagozzi, 2000) argue that, although the given scale measures overall organizational identification, it targets more than awareness of one’s membership in the organization, and includes potential causes, effects and correlates of identification.

H₁: There is a positive relationship between Economic Responsibilities and Organizational Identification

H₂: There is a positive relationship between Legal Responsibilities and Organizational Identification

H₃: There is a positive relationship between Environmental Responsibilities and Organizational Identification

H₄: There is a positive relationship between Ethical Responsibilities and Organizational Identification

H₅: There is a positive relationship between Philanthropic Responsibilities and Organizational Identification

III. RESEARCH METHODOLOGY

According to Bryman and Bell (2007) research method is nothing but simply a technique to collect data, however in this stage, several techniques were implemented in other to gather data, in line with the current scenario, which consists of studying the relationship between CSR and organizational identification of the workers with the mining sector, under consideration of potential relationships among the two factors. Survey questionnaires help in accessing to get the opinions of the respondents within the mining industry. This research is based on a cross sectional study, from the mining sector of Democratic Republic of Congo, on a Sample of 415 respondents, who are workers within the mining sector, among the respondents 161 are women (38.8%) and 254 are men (61.2%). Among the respondents 193 (46.5%) have a simple diploma, 61 respondents (14.7%) have first degree, 161 respondents (38.8) have a second degree .50% of the respondents are above 50.4 years old and 49.6 % is below 50 years old. 103 respondents (24.8) have working in the organization for a period of 2 years and less meanwhile 312 respondents (75.2) have been in their organizations for more than 5 years.

IV. ANALYSIS AND RESULTS

Reliability and Construct Validity

The reliability of the constructs was measured by calculating the coefficient Cronbach Alpha, which allows to measure the internal consistency of the item of the same scale. However it was analyzed separately for each scale, the results for every scale was satisfying, above the threshold of 0.7 as (Cronbach, 1951) proposed that a high value of Alpha is desirable, All Cronbach's alpha coefficients as illustrated in **appendix.1** are ranging from 0.8 to 0.9, and that's higher than the threshold value of 0.70, thus showing high internal consistency and reliability.

In order to verify the validity of the various constructs, factor analysis was conducted using principal component analysis(PCA), whereby the items which did not load properly after the varimax rotation, were eliminated, as (Ginty, 2013) discussed, the Construct validity is the extent to which the questionnaires, are expected test theory they are measuring, in this case some items were removed. The results of this analysis is presented in **appendix.1**. In order to carry on with the next stage of the analyzes, with descriptive analysis and the correlations between the scales, it's necessary to group the items of the same scale into one variable, whereby this was done by transforming the data, calculating the statistical variable means among the items of the same constructs , meanwhile it was depending on the results ,that were obtained during the factor analyzes and internal consistency Cronbach's alpha, as the items that presented weak factor loadings were dropped. Therefore, in the scales of ECO_CSR (Economic responsibility), LEG_CSR (legal responsibility), ETH_CSR (Ethical responsibility), PHIL_CSR (Philanthropic responsibility and of the organizational Identification (OID) some of the items in these constructs had to be eliminated, so that, a sufficient level of reliability would be met for the further analysis. However, the correlation analysis among constructs was carried as illustrated in table 1. Whereby all the constructs presented to have relationships among them, however looking ECO_CSR, LEG_CSR and ENV_CSR presented a very high and positive relationship at 0.01 significance level, meanwhile ETH_CSR demonstrate a negative relationship and at last PHIL_CSR shows a positive relationship at 0.05 significance level.

Table 1. Correlations table

CONSTRUCTS	1	2	3	4	5	6
1.ECO_CSR	1					
2. LEG_CSR	.759**	1				
3. ENV_CSR	.799**	.897**	1			
4. ETH_CSR	-.287**	-.559**	-.475**	1		
5. PHIL_CSR	0.046	.140**	.111*	-.103*	1	
6. OID	.835**	.940**	.941**	-.527**	.122*	1

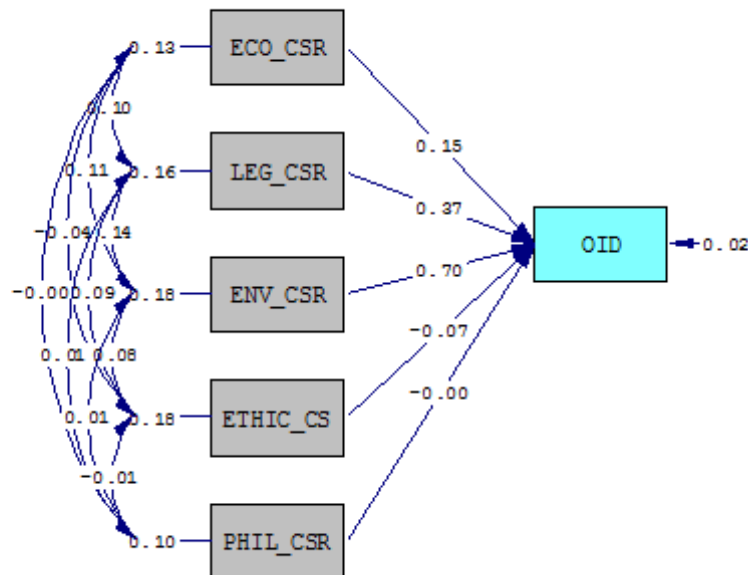
** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The relationships between the theoretical constructs are represented by the path coefficients between the factors in the **Figure 1**. For instance looking the results of the paths analysis, the simple interpretation is as follows , firstly the standardized path coefficient Beta β_1 is 0.15, it means that if the ECO_CSR changes by one standard deviation from its mean, OID would be expected to change by 0.15 its own standard deviations from its own mean while holding all other relevant variables constant. Beta β_2 is 0.37, it means that if the LEG_CSR changes by one standard deviation from its mean, OID would be expected to change by 0.37 its own standard

deviations from its own mean while holding all other relevant variables constant. Beta β_3 is 0.70, it means that if the ENV_CSR changes by one standard deviation from its mean, OID would be expected to change by 0.70 its own standard deviations from its own mean while holding all other relevant variables constant. With a path coefficient Beta β_4 of -0.07, it means If ETHIC_CS increases by one standard deviation from its mean, OID would be expected to decrease by -0.07 its own standard deviations from its own mean while holding all other relevant variable constant.

Figure 1. Path Analysis



Chi-square=0.00, RMSEA is less than 0.08, It shows a non-significant chi-square value, however this path analysis shows the good fit of the above model. With a RMSEA that is less than 0.08 the model fit is good. However, the Hypotheses H_1 ; H_2 ; H_3 whereby the three first dimensions of CSR have a significant relationship with Organizational Identification. Whereas the H_4 is not supported as the results show a negative effect of Ethical responsibility on Organizational Identification (OID). Similarly, with H_5 , the path coefficient shows a negative effect of the Philanthropic Responsibility (Phil_CSR) on organizational Identification (OID). Thus, in the mining sector, workers seem to be much focused on the economic, legal as well as environmental responsibility of the firms which they belong to. According to in the emerging nations Economic responsibility remains the basic foundation of corporate social responsibility, whereby in this context, employees identification to a firm seem to be predicted by the economic responsibilities, moreover, the employees of the mining sector are highly influenced by the environmental responsibilities of their firm, it means that they want to belong to a firm that promotes the environmental issues in their core strategies, firms that seek to reduce the chemical effects of their operations.

V. DISCUSSIONS AND CONCLUSION

In this study about the Perceptions of the employees, towards social responsibility. Whereby the employees will perceive their organizations with high esteem, for instance, as an institution that is supporting their values, and also aligns to their vision (Rodrigo & Arenas, 2008). This work has allowed then to confirm once again that organizational identification can be predicated by certain dimensions of corporate social responsibility, workers have high perception of how their organization is responsible and responding to the issue that concern the environment.

Accordingly, a socially responsible organization that gives priority to the internal CSR, and thus cares for the well-being of its employees, may make employees feel obliged to reciprocate such voluntary socially responsible engagements. Consequently, employees with high organizational identification could feel a higher motivation for reciprocal actions and may thus be more willing to invest in the welfare of the organization through a strong focus on work. CSR must be built as a clear construct based on underlying reasons in relation to corporate objectives and priorities. Without a precise definition of what a firm would like to achieve with its CSR efforts, the wanted outcome will most likely not arise. However, for maintaining and establishing a strong CSR in the mining sector, Firms should necessarily involve workers, as part of the internal

stakeholders, and give them more legitimacy. Whereby firms need to work on their communication on CSR concerns, and try as much possible to let the employees be part of the CSR initiatives, let all the workers at the different levels to know about the development and implementation of CSR practices. As workers are aware of CSR practices within the organization, this will strengthen the links between employees and the firms, especially initiatives where they want to improve employees' trust in their organization rather than the external image and reputation of the organization.

It is therefore necessary to encourage, that the management of the mining firms in the DRC, should create a working environment that reflects the image of CSR inside their organization in order to reinforce the positive attitude of the workers vis-à-vis the company. Employees should also be made aware of what the company is doing in CSR internally and externally. As the additional information provided by the respondents has shown, it is the communication of the initiatives that needs to be improved inside the organization, a transparent communication and at all levels of the company including the guards with the least responsibilities. In addition to being transparent, this communication must be explained and reminded to employees so that they realize the ins and outs of these practices and what they generate in the company. From the earliest stages of recruitment, instead of simply listing the company's CSR initiatives, it should be explained, and employees understood why the company chooses to do so and how does it differ? In good compared to other companies.

VI. LIMITATIONS TO THE RESEARCH

The main limitation to this work, was in accessing the respondents, it took longer than expected the questionnaire was circulating for one month, the questionnaire was distributed electronically and whereby employees were advised to respondent, whereas some of the workers were not completing the filling, and failing the submit a complete form, some due unfamiliarity with gadgets, so as some will get bored in filling the forms, and will remain uncompleted, however there is a need for improvement, in the next research perhaps by collecting physically, as in DRC most of the mining sites are located in these remote areas whereby.. Despite all the above limitations, the analyses have been successfully completed in producing significant results. These, however, are not generalizable to other sectors than the mining sectors, because even if at the level of the specific sector as such, the results seem representative, it would be necessary, in order to generalize them to have a larger sample of answers including various sectors. And reduce the previously mentioned bias. However, regarding to this, we strongly encourage for further studies on the perceptions of employees in other different sectors.

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This paper was completely done by Grace Mulindwa Bahizire and Michael Appiah under the supervisory of Li Fanglin (Professor).

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Conflict of interest

Concerning the realization of this work I declare that there is no conflict of interest that was noted.

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Appendix 1. Factors Analysis and Reliability

Constructs	Items	Factor loading	Cronbach Alpha	
1.ECO_CSR	This organization is of a high profitability.	ECO1	0.944	0.87
	Mining companies create more jobs and invest in human capital.	ECO2	0.935	
	This company contributes to the economy through payments to the state.	ECO3	Deleted	
	The mining sector stimulates the local market.	ECO4	0.787	
2. LEG_CSR	This company is in communication with a government agency authorized in inspection	LEG1	0.944	0.89
	Our company complies with the "EITI" report and relevant legislation	LEG2	Deleted	
	This company complies with the law on safety at work	LEG3	0.957	
	In this company all the workers are insured	LEG4	0.827	
3. ENV_CSR	This company minimizes the potential impacts of chemicals and waste on the environment and public health.	ENV1	0.986	0.87
	Our company does not have a negative impact on the ecosystem	ENV2	0.987	
	The company does its best not to tamper with the components in the air, in the water and on the ground.	ENV3	0.978	
	this company avoid to impact negatively on the social aspects	ENV4	0.430	
4. ETH_CSR	this firm promotes Transparency and continuous reporting	ETHIC1	0.896	0.86
	This company is aware of the environment and society beyond legal requirements.	ETHIC2	Deleted	
	There are unions in the mining sector in the DRC. to protect worker rights and promote unionization	ETHIC3	0.924	
	There is a fair governance in this company, making necessary	ETHIC4	0.926	

notifications to stakeholders continuously.

5. PHIL_CSR	This organization supports local social services/ in areas education, health, arts etc.	PHIL1	0.837	0.820
	there are Social benefits for employees/Charities for various segments of society	PHIL2	0.900	
	this firm promotes Activities that aim to eliminate poverty and support local businesses	PHIL3	0.843	
	this firm contributes to city identity	PHIL4	deleted	
6. OID	When someone criticizes (this organization it feels like a personal insult.	OID1	0.998	0.9
	I'm very interested in what others think about this organization	OID2	deleted	
	When I talk about this organization, I usually say we rather than they	OID3	0.997	
	This organization success are my successes.	OID4	0.997	
	when someone praises this organization, it feels like a personal commitment	OID5	deleted	
	I act like this organization person to great extent	OID6	0.994	
	If a story in the media criticized this organization, I would feel embarrassed.	OID7	0.991	
	I do not act like a typical this organization person	OID8	0.997	
	® I have a number of qualities typical of people from this organization	OID9	deleted	
	The limitation associated with this firm people apply to me also	OID10	deleted	

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