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Exploring the Mediating Effect of Corporate Social Responsibility on Organizational Democracy and Meaningful Work in Addis Ababa City Administration

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ABSTRACT

Organizational democracy is a multifaceted resource that has emerged as the primary resource for driving public sector democratization and contributing significantly to meaningful work experiences for public servants. As a result, to analyze the mediating effect of corporate social responsibility on organizational democracy and public servant's meaningful work experience in Addis Ababa City Administration, data from 384 samples was collected and analyzed using descriptive and explanatory research designs. The finding revealed organizational democracy has a direct effect on public servant's meaningful work experiences, but corporate social responsibility is indirect. According to the SEM model, it is also suggested that corporate social responsibility mediates the association between organizational democracy and meaningful work experience among public servants. Organizational democracy promotes corporate social responsibility, which enhances public servant effectiveness. This shows organizational democracy in the operational, technical and strategic areas promotes and encourages employee participation in decision-making, promotes accountability and transparency, and ensures the rule of law in Addis Ababa city administration. This confirmed the theoretical frame of the study.

Keywords: Organizational Democracy; Meaningful Work Experience; Corporate Social Responsibility

1. Introduction

Literature shows that meaningful work experience is characterized as work that achieves respected and useful objectives, which in turn align with existing standards (Blake et al., 2019). Although meaningful work is so important for human well-being and institutional productivity, the subject of what it means to

build meaningful workplaces is so important. A tight division of labor and the subsequent absence of authority in the job, as well as failing to develop and apply one's talents and expertise, are major sources of alienation and futility at work. In addition to this reasoning, workplace democracy has presented a significant aspect that may lessen the estranging repercussions of non-autonomous employment, and some scholars have logically claimed that democracy in the workplace is an essential prerequisite for meaningful work experience (Yeoman, 2014).

Organizational democracy is categorized as comprehensive and structured continual staff engagement (Weber et al., 2020). Despite democratic governance being proposed for decades as a key antecedent to meaningful employee engagement, the association has received little scholarly attention in developing nations, including Ethiopia. There is some research work that shows factors associated with organizational democracy, corresponding to power sharing and autonomy that are positively related to the meaningfulness of public servants at the workplace (Battilana et al., 2018). Nevertheless, the direct relationship between organizational democracy and meaningful public servant experience at work requires further exploration, and it is identified as a research need or gap in this study.

Corporate social responsibility in terms of employee perception, measured by the extent to which employees believe an organization encourages activities related to the improvement of society (Lee and Park, 2013), is going to mediate the association between organizational democracy and meaningful public servant's work experience. Such impressions are particularly crucial when studying the link between organizational democracy and meaningful work. Meaningful public servant work experience is closely related to individual morality and the belief that one's job is consistent with these morals. Furthermore, contemporary conceptions of meaningful work emphasize increased excellent motivation as an essential component of meaningful employee work models (Lee and Park, 2013). Previous studies have indicated the link between corporate social responsibility perspectives and meaningful work (Raub and Blunschi, 2014); however, its relationship with organizational democracy has remained to be investigated.

This research gap is vital for attempting to disentangle all the possibilities that organizational democracy experienced for meaningful employee work experience. Therefore, this study is designed to explore the mediating effect of corporate social responsibility on organizational democracy and meaningful public servant work experience in the Addis Ababa City Administration. To achieve this overarching objective, hypothetical assumptions were developed and evaluated.

H-1: Organizational democracy in the operational area has a strong beneficial effect on organizational democracy in the strategic area.

H-2: Organizational democracy in the operational area has a considerable beneficial effect on organizational democracy in the technical area.

H-3: Organizational democracy in the technical area has a significant positive effect on organizational democracy in the strategic area

H-4: Public servant meaningful work improves organizational democracy when measured in terms of H4a (organizational democracy in the operational area), H4b (organizational democracy in the technical area), and H4c (organizational democracy in the strategic area).

H-5: Corporate social responsibility is improved by organizational democracy when measured in terms of H5a (organizational democracy in the operational area), H5b (organizational democracy in the technical area), and H5c (organizational democracy in the strategic area).

H-6: Corporate social responsibility improves public servant meaningful work.

H-7: The relationship between organizational democracy and public servant meaningful work is mediated by corporate social responsibility.

2. Review of Related Literature

2.1. Meaningful Work

Meaningfulness at work can be described in a variety of ways, with distinct bodies of literature concentrating on different facets of the term. The field of meaningful work can be differentiated into three distinct groups: professional importance, wider purpose, and self-actualization (Martela and Pessi, 2018). Significance relates to any intrinsic value that people attach to or derive from the work they do. Broader purpose implies the belief that the effort should contribute to a "greater good," something other than the individual's own gains. Self-actualization encompasses self-connection, authenticity, and a capacity to embrace and reflect on oneself via its job (Pratt and Ashforth, 2003). Literature on meaningful work distinguishes between meaning and meaningfulness (Brent et al., 2010).

The sense of meaning pertains to an expert's cognitive judgment of their surroundings and can thus be positive, neutral, or negative, whereas meaningfulness is intrinsically positive and signifies the experience of being at work as intrinsically important and valuable (Weber and Unterrainer, 2012). Another significant distinction is meaningful work: relevance in the workplace to practice prominent to carry out work duties, whereas meaningfulness at the place of employment refers to the sense of belonging to a social category (Pratt and Ashforth, 2003). As a result, meaningfulness is a complicated and diverse concept that is not inherent in a profession or organization. However, some claim that certain socially manufactured archetypes exist within a community or social group to which one belongs. Furthermore, some believed that the procedure by which work is seen as important is consistent across enterprises and cultures. One major argument is that meaningfulness at work is a socially created and shared experience, with commonalities throughout institutions and societies, institutions can have a significant impact on whether and how institutional members perceive their job as meaningful (Pratt and Ashforth, 2003).

2.2. Organizational Democracy and Meaningful Work

Existing literature shows, organizational democracy is a concept that is closely tied to employee engagement strategies. Organizational democracy focuses on organizations in which engagement in decision-making is required and carried out either directly or indirectly. Furthermore, making decisions in democratic organizations extends above operational decisions to affect over time decisions regarding strategy (Pircher and Weber, 2016). It is believed that organizational democracy, as experienced by staff members, may directly improve their sense of meaning in meaningfulness, which is one of the factors contributing to alienation (Frega et al., 2019). Because organizational democracy gives its members some authority over their business, engaged staff members are likely to have an in-depth and greater

comprehension of how the organization functions and why organizational choices ended up being the way they were (Cloke and Goldsmith, 2002). This in-depth grasp of the organization may give the employee with a useful organizational context. Furthermore, experience with organizational democracy may inspire the basic requirements advocated by self-determination (Pircher and Weber, 2016).

The sensation of ownership and autonomy at work makes a job feel more personal and important to the employee. Furthermore, organizational democracy may increase the desire for competence through expertise knowledge and experience sharing resulting from staff engagement in strategic and tactical decisions. Finally, the urge for relatedness can be triggered by cooperative decisions and collective identities resulting from organizational democracy (Weber et al., 2020).

2.3. The Effect of Organizational Democracy on Corporate Social Responsibility

Activities related to corporate social responsibility have been described in various ways throughout the literature. Some scholars have concentrated on the organization's behavior toward its stakeholders, while others have concentrated on organization's volunteer activities in environmental, political, social, and ethical areas (Malik, 2015). Lee and Park (2013) confirmed corporate social responsibility as a company's operations and standing in relation to perceived stakeholder obligations. This concept is concerned with both the benefit of society and the well-being of itself and its members. It is also perceived as the extent to which employees believe their organization supports actions related to a social cause.

Organizational democracy and corporate social responsibility are two different yet linked concepts. Banerjee (2014) contended that democratic organizations are required for proper corporate social responsibility in organizations. In accordance with this, Hazarika (2013) claimed, to increase workforce participation, the business must support democratic values in workplace practices, which will result in a clear shift into democratic social responsibility. It is also argued that organizational democracy, which is based on values of impartiality and employee engagement, can increase positive organizational corporate social responsibility by requiring workforces to weigh these values when evaluating the organization's policies on corporate social responsibility (Witteloostuijn and Jong, 2004).

2.4. The Effect of Corporate Social Responsibility on Meaningful Work

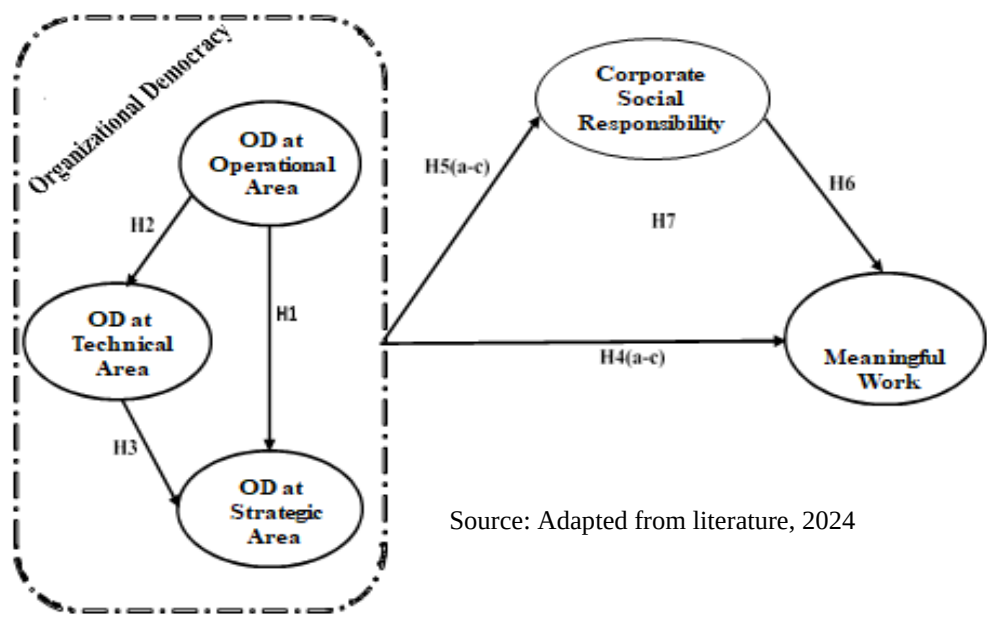
Understanding organizations exhibit strong corporate social responsibility by giving staff a sense that they contribute to economic, environmental and social conditions around them. Furthermore, social identity theory suggests that people want to recognize with groups that make them feel good about themselves (Malik, 2015). Having a strong opinion about the firm's corporate social responsibility efforts will add to the perception that the corporation has valuable and identifiable values. As a result, employees will experience a sense of belonging and purposeful coexistence. Recent research supports a link between corporate social responsibility and a sense of purpose at work (Youn and Kim, 2022).

2.5. The Mediating Role of Corporate Social Responsibility

Organizational democracy may have a direct effect on the experience of meaningful work by providing better self-sufficiency and lessening the possibly estranging effects of work. Nonetheless, positive

perceptions of corporate social responsibility might be viewed as an innovative channel for transmitting the impact of organizational democracy on job meaning. As a result, organizational democracy might be expected to influence meaningfulness both directly and indirectly through corporate social responsibility.

Figure-1: Hypothetical Model



Source: Adapted from literature, 2024

3. Research Method

The researcher used both descriptive and explanatory research designs, as well as primary and secondary data sources from four bureaus and four sub-cities. 16 Woredas, 64 sector offices, and 384 samples were employed, which is methodologically sound. To test the hypotheses, a quantitative approach was used, which involves determining the causal relationships between the variables. To test the structural equation model, a questionnaire was created, with each component measured using Likert scales (five points) ranging from 1 for strongly disagree to 5 for strongly agree. A multi-item scale was also used to evaluate the factors. Organizational democracy was estimated using 24 items adapted from Weber and Unterrainer (2012); corporate social responsibility was measured using 11 items adapted from Lee and Park and (2013); and meaningful work was measured using 10 items adapted from Steger et al. (2012) and meaningfully modified into the Ethiopian (Addis Ababa) context.

Organization democracy in the operational area was measured using was measured using three distinct groups that assessed public servants' daily work is organized, daily work task is organized, and working time is organized. Four elements about employment policies, purchasing of new resource, health and safety management, and process innovations were used to assess organization democracy in the technical area. The organization democracy in the strategic area (five elements) has been implemented as the organization's norms of appointment, financial decision-making, plans and strategies, election of the chief

executive, and admission of new stockholders. Corporate social responsibility was assessed using 11 items derived from Lee and park (2017) that addressed philanthropic corporate social responsibility activities and ethical corporate social responsibility activity. Public servant meaningful work was also evaluated using 11 items adapted from Steger et al. (2012), which include Positive meaning, meaning making through work and greater good motivations.

Data were analyzed using percentages, means, standard deviations, correlations, and regressions. As a result, a structural equation model was used to investigate the effect of organizational democracy on public servant meaningful work, using the mediating role of corporate social responsibility. It develops a measuring and structural model for analyzing the relationships between components. The model was used to analyze and evaluate the validity and reliability of the indicators used to assess the hypothetical constructs. The structural model tackles the relationships between unobserved variables, and major the direct and indirect links. To appraise the measurement model, the researcher utilized confirmatory factor analysis. The measurement model describes the correlations among the observed factor loadings and the latent variables. The measuring model's validity is determined by achieving acceptable levels of goodness of fit and identifying evidence of construct validity. The data set included measurements of five constructs such as organizational democracy in the operational area, organizational democracy in the technical area, organizational democracy in the strategic area, corporate social responsibility, and public servant meaningful work experience.

4. Results and Discussions

Participants' socio-demographic traits were analyzed to determine the maturity of their responses. Unfortunately, in such a critical investigation into the mediating role of corporate social responsibility on organizational democracy and meaningful work in Addis Ababa City Administration, the respondents, when viewed by age, range from 20 to 40, and in terms of educational background, range from a diploma and above, which can adequately respond to the issue. Table-1 displays the reaction.

Table-1: Socio-Demographic Factors

Variables		N	%
Gender	Male	207	53.9
	Female	177	46.1
Age	20-30	193	50.3
	31-40	161	41.9
	41-50	28	7.3
	51-60	2	0.5
Educational Background	Grade 12 and Below	12	3.1
	Certificate	5	1.3
	Diploma	60	15.6
	First degree	258	67.2
	Masters and above	49	12.8

Source: Field Survey, 2024

Table-2: Results of Confirmatory Factor Analysis

Factor	Item code	Loading	Cronbach's Alpha	Average Variance Extracted	Composite Reliability
Organizational Democracy (Operation Area)	Opera1	0.94	0.79	0.69	0.81
	Opera 2	0.90			
	Opera 3	0.80			
Organizational Democracy (Technical Area)	Tech 4	0.86	0.91	0.78	0.90
	Tech 5	0.73			
	Tech 6	0.80			
	Tech 7	0.81			
Organizational Democracy (Strategic Area)	Strat 8	0.84	0.83	0.79	0.80
	Strat 9	0.85			
	Strat 10	0.86			
	Strat 11	0.89			
	Strat 12	0.88			
Corporate Social Responsibility (Philanthropic Activities)	Phila 13	0.86	0.79	0.76	0.88
	Phila 14	0.86			
	Phila 15	0.86			
	Phila 16	0.75			
	Phila 17	0.82			
	Phila 18	0.81			
	Phila 19	0.94			
	Phila 20	0.81			
Corporate Social Responsibility (Ethical Activities)	Ethic 21	0.81	0.81	0.78	0.90
	Ethic 22	0.86			
	Ethic 23	0.75			
Meaningful Work (Meaning making via work)	Mean 24	0.75	0.88	0.79	0.93
	Mean 25	0.82			
	Mean 26	0.82			
Meaningful Work (Positive Meaning)	Posi 27	0.78	0.83	0.77	0.84
	Posi 28	0.87			
	Posi 29	0.84			
	Posi 30	0.81			
	Posi 31	0.71			
Meaningful Work (Greater Good Motivations)	GGMot 32	0.91	0.81	0.76	0.91
	GGMot 33	0.71			
	GGMot 34	0.81			

Source: Field Survey, 2024

The research investigated both the immediate and long-term effects of organizational democracy on meaningful work in Addis Ababa, using corporate social responsibility as a mediating factor. The model's factor loadings and average variance were utilized to determine convergent validity, which should be more than 0.5. Cronbach's alpha and composite reliability scores have been employed to determine how trustworthy of every dimension in the model, with values greater than 0.7 indicating statistical reliable. The composite reliability, factor loadings, and average variance retrieved were all found to be significant and genuine. Furthermore, discriminant validity was appraised to measure internal reliability, which mentions to how different a construct is from other constructs. Table-2 illustrates that the square root of the average variance obtained for each construct was higher than the correlations between the other

constructs, demonstrating that the method of discrimination is valid. Moreover, it discloses the mean and standard deviation.

Table-2: Descriptive scales, correlation matrix, and average variance extracted

Factor	M	SD	OA	TA	SA	PA	EA	MW	PM	GM
OD at Operational Area (OA)	3.3	0.81	0.79							
OD at Technical Area (TA)	3.3	0.81	0.74**	0.91						
OD at Strategic Area (SA)	3.3	0.81	0.64**	0.86**	0.83					
Philanthropic CSR Activity (PA)	3.2	0.78	0.77**	0.79**	0.81**	0.79				
Ethical CSR Activity (EA)	3.4	0.84	0.63*	0.72**	0.69*	0.69*	0.81			
Meaning Making via Work (MW)	3.4	0.87	0.66*	0.66*	0.61*	0.60*	0.67*	0.88		
Positive Meaning (PM)	3.5	0.91	0.67*	0.67*	0.70*	0.67*	0.68*	0.64*	0.83	
Greater Good Motivations (GM)	3.5	0.91	0.62*	0.78**	0.81**	0.63**	0.64*	0.62*	0.66*	0.81

$p^* < 0.05$, $p^{**} < 0.01$, OD, Organization Democracy and CSR is corporate Social Responsibility. Source: Field Survey, 2024

Table-3 below displays the indexes used to evaluate the technique of dimension. The coefficients of fit were $\chi^2/df < 3.0$, goodness-of-fit index (GFI) ≥ 0.90 , and root mean squared error of approximation (RMSEA) ≤ 0.08 , as well as incremental fit measures of normed-fit index (NFI) ≥ 0.90 and comparative fit index (CFI) ≥ 0.90 . It also displays the results, confirming that the measurement method is an appropriate fit and that the model fits the sample data from the Addis Ababa city administration public sector.

Table-3: Measurement of Goodness-of-Fit

Fit Indices	Organizational Democracy	Corporate Social Responsibility	Meaningful Work	Recommended Cut-Off Value
Fit Indexes (χ^2/df)	1.124	1.315	1.867	$\leq 2-5$
Goodness-of-Fit Index	0.956	0.963	0.969	≥ 0.90
Comparative Fit Index	0.961	0.961	0.958	≥ 0.90
Normed Fit Index	0.958	0.964	0.973	≥ 0.90
Root Mean Squared Error of Approximation	0.041	0.05	0.048	$< 0.05-0.08$

Source: Field Survey, 2024

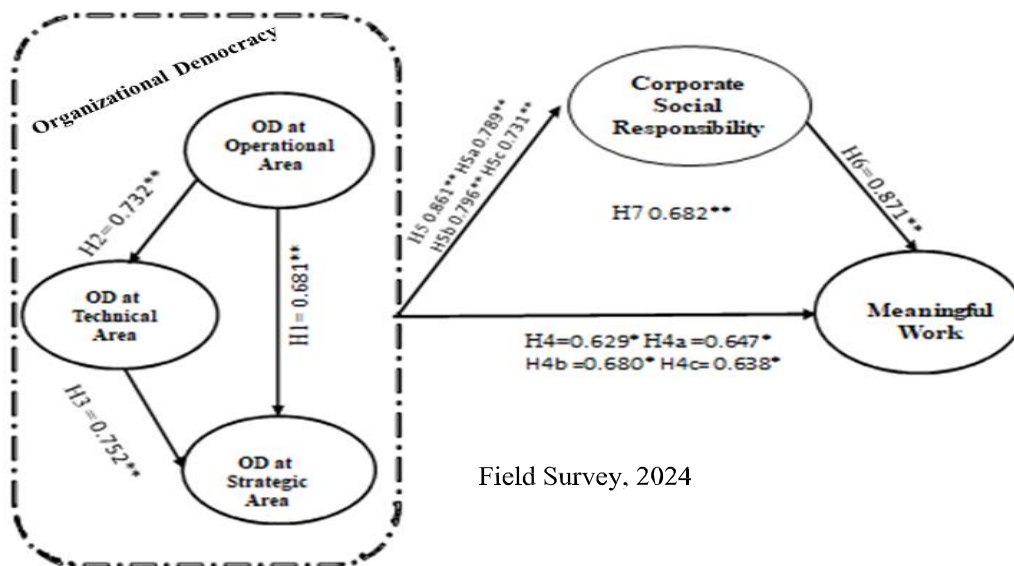
The findings of the structural equation model, as shown in Table-4, indicate that the goodness-of-fit index is satisfactory. The path coefficients for H-1 ($\beta = 0.681^{**}$, t-value = 10.247, $P < 0.01$), H-2 ($\beta = 0.732^{**}$, t-value = 11.271, $P < 0.01$), and H-3 ($\beta = 0.752^{**}$, t-value = 11.032, $P < 0.01$) were verified, suggesting support for all three hypotheses. H-4a-c examines the effect of organizational democracy on public sector meaningful work. Table-4 reveals an overall effect of ($\beta = 0.629^*$, t-value = 6.054, $P < 0.05$) with sub-effects of H-4a ($\beta = 0.647^*$, t-value = 6.423, $P < 0.01$) for organizational democracy at operational area. Organizational democracy at technical area: H-4b ($\beta = 0.680^*$, t-value = 6.507, $P < 0.01$) and H-4c ($\beta = 0.638^*$, t-value = 6.201, $P < 0.05$ for organizational democracy at strategic area), so H-4a and H-4c are confirmed. H-5a-c addresses the direct effect of organizational democracy on corporate social responsibility. Table-4 confirms H-5(a-c) = ($\beta = 0.861^{**}$, t-value = 12.802, $P < 0.01$) with sub-effects of organizational democracy at operational area: H-5a = ($\beta = 0.789^{**}$, t-value = 11.034, $P < 0.01$), organizational democracy at technical area H-5b = ($\beta = 0.796^{**}$, t-value = 10.352, $P < 0.01$), and organizational democracy at strategic area H-5c = ($\beta = 0.731^{**}$, t-value = 11.541, $p < 0.05$).

Table-4: Structural Model-Direct Effect

Hypothesis	Path from	Path to	Coefficient (β)	t- value	Result
H-1	OD at Operational Area	OD at Technical Area	0.681**	10.247	<Supported>
H-2	OD at Operational Area	OD at Strategic Area	0.732**	11.271	<Supported>
H-3	OD at Strategic Area	OD at Technical Area	0.752**	11.032	<Supported>
H4a	OD at Operational Area	Meaningful Work	0.647*	6.423	<Supported>
H-4b	OD at Technical Area	Meaningful Work	0.680*	6.507	<Supported>
H-4c	OD at Strategic Area	Meaningful Work	0.638*	6.201	<Supported>
H-4 (a-c)	Organizational Democracy	Meaningful Work	0.629*	6.054	<Supported>
H-5a	OD at Operational Area	Corporate Social Responsibility	0.789**	11.034	<Supported>
H-5b	OD at Technical Area	Corporate Social Responsibility	0.796**	10.352	<Supported>
H-5c	OD at Strategic Area	Corporate Social Responsibility	0.731**	11.541	<Supported>
H-5 (a-c)	Organizational Democracy	Corporate Social Responsibility	0.861**	12.802	<Supported>
H-6	Corporate Social Responsibility	Meaningful Work	0.871**	14.725	<Supported>
Fit Indexes	$\chi^2/df = 1.124$, GFI = 0.956, CFI = 0.961, NFI = 0.958, RMSEA = 0.041				

$p^* < 0.05$, $p^{**} < 0.01$, OD, Organization Democracy Source: Field Survey, 2024

Similar to the above discussion, Figure-2 also confirms that corporate social responsibility significantly affect public servants meaningful work ($\beta = 0.871^{**}$, t-value = 14.725, $P < 0.01$), which in turn supports the sixth hypothesis. The fit indexes regarding the structural model reflect a good fit to the data for the direct effect.

Figure-2: Structural Model

According to Table-5 below, the mediating effect of corporate social responsibility on organizational democracy and public servants meaningful work is moderate. The direct and indirect effects of organizational democracy on public servants meaningful work are significant at 0.05, confirming H-7, with a larger indirect effect ($\beta = 0.641$) than the direct effect ($\beta = 0.682^*$). In multiple regression analysis, the squared multiple correlation (R^2) indicates how much variance in the dependent variable can be explained by a set of predictors. The predictors of organizational democracy and corporate social

responsibility have judicious inclusive predictive power for the dependent variable, with the proposed structural model explaining 0.735 of the variance.

Table-5: Structural Model-Indirect Effect

Hypothesis	Path from	Path to	Effect	Estimate β	Total Effect
H-4 (a-c)	Organizational Democracy	Meaningful Work	Direct	0.641*	0.783**
H-7	Organizational Democracy + Corporate Social Responsibility	Meaningful Work	Indirect	0.682**	

Fit Indexes $\chi^2/df = 1.124$, GFI = 0.956, CFI = 0.961, NFI = 0.958, RMSEA = 0.041

Field Survey, 2024

Summary of Finding

The study confirmed that organizational democracy has a significant direct impact on meaningful public service work. It has also been demonstrated that organizational democracy is associated to corporate social responsibility. Furthermore, the findings revealed that corporate social responsibility is a strong predictor of meaningful work experiences. Finally, the study found that corporate social responsibility mediated the association among organizational democracy and meaningful public servant work. The study also found that organizational democracy, which includes power sharing, exchange of knowledge, democratic ideology, is linked to corporate social responsibility in organizations. However, it goes beyond these findings by demonstrating that a democratic organizational environment works at the individual level by enhancing employees' opinions of altruistic and ethical corporate social responsibility initiatives.

This research has a number of important implications for everyday life. It demonstrates that if organizations want to build meaningful workplaces, they must consider not simply the duties assigned to employees but also the organizational framework in which they operate. The research demonstrates that organizational democracy has a strong relationship with the experience of meaningful work, implying that developing organizational democracy within organizations can be a significant tool for improving meaningful work experiences. Organizations that want to increase their employees' sense of meaning and opinions on corporate social responsibility should try to develop systems that require participatory decision-making at the operational and short-term levels, as well as the long-term strategy level.

The analyses determined organizational democracy in the operation area improves both organizational democracies in the technical and strategic areas, whereas organizational democracy in the technical area has an important effect on organizational democracy in the strategic area. Organizational democracy in the operation area pertains to public servants' participation, transparency, and accountability, as well as their engagement in decision-making. When an organization tries to engage its employees in decision-making, it can enhance organizational democracy and meaningful work. The public sector can also translate organizational democracy into corporate social responsibility through meaningful work.

The study indicated organizational democracy in the operation area is the main aspect of organizational democracy and that any increase in organizational democracy in the operation area benefits both

strategic and technical areas. This recommends that Addis Ababa's public sector ought to create organizational democracy so that public servants can freely discuss with one another and with customers and stakeholders. The study has shown that organizational democracy in the technical area can increase organizational democracy in the strategic area within the Addis Ababa public sector, implying corporate social responsibility through meaningful work. This supports the hypothesis that public sector investment in operational and technical areas has an effect on the development of its strategic areas.

The structural equation model validates the hypotheses about the association among organizational democracy and meaningful work. This study discovered that organizational democracy in the operation area enhances meaningful work. The sensation of autonomy was linked favorably to the experience of meaningful employment. Organizational democracy is a vital repository of autonomy that is well-planned and contextually relevant. As a result, organizational democracy in the operation area is an important asset and driving force behind meaningful work. The findings of this study show that Addis Ababa public servants who adopt organizational democracy are more likely to achieve meaningful work and experience corporate social responsibility. The study emphasizes the relevance of organizational democracy in general, highlighting how it promotes individual-level outcomes.

The study confirmed that organizational democracy in the technical area fosters interpersonal trust and communication among staff members, which enhances knowledge and corporate networks, thereby improving meaningful work. Organizational democracy in the technical area builds trust and gives organizational members the ability to access knowledge, information, and critical resources. When knowledge is regarded as coming from a reputable source, it is perceived to be helpful and worthy of thought; as a result, the one who receives it is more open and responsive to it, as well as more willing to use it for decision-making. These attributes can improve meaningful work.

The study exhibited that democratic engagement improves meaningful work. Organizational democracy in the strategic area is the collection of significant assets, including the organization's systems and procedures, databases, information technology, and service quality. It establishes a setting that promotes collaboration, sharing of tacit knowledge, team behaviors, and shaping collective actions in the public sector. The public sector that promotes the effectiveness of organizational democracy in the strategic area reinforce work flow, service efficiency, and productivity, make communication possible, and enhance problem-solving abilities. As a result, the development and application of organizational democracy in the strategic area support meaningful work to contribute to corporate social responsibility.

The structural equation model also suggested that corporate social responsibility plays a mediating function in the association among organizational democracy and public servants meaningful work. They demonstrate that organizational democracy increases corporate social responsibility, which boosts meaningful work. This suggests that organizational democracy promotes and encourages employee participation; transparency, accountability, and decision-making emphasize organizational democracy in the operational, technical, and strategic areas.

Conclusion

The discussion and results of the structural equation model supported the hypotheses concerning the association among organizational democracy and public servants meaningful work. Another important finding is that organizational democracy in the operational area promotes public servants meaningful work. The model furthermore suggested that corporate social responsibility mediates the association among organizational democracy and public servants meaningful work. Organizational democracy promotes corporate social responsibility, which leads to more meaningful work for public servants. This implies that organizational democracy supports and encourages employee participation, transparency, responsibility, and engagement in decision-making in the Addis Ababa city administration public sector by highlighting organizational democracy across operational, technical, and strategic areas.

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