

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE ENGAGEMENT AND RETENTION: ANALYZING THE RELATIONSHIP AND EXPLORING POTENTIAL BENEFITS

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Received	Revised	Accepted	Published
23 October, 2024	23 November, 2024	09 December, 2024	17 December, 2024

ABSTRACT

Corporate social responsibility (CSR) has become a key component of new business strategies, especially in promoting good relations with employees. This study aims to examine how CSR initiatives affect employee engagement and retention by studying how CSR initiatives affect job satisfaction and organizational commitment. In the research, we use a mixed methods approach of surveys, interviews, and case studies with HR professionals, managers, and front-line employees at various organizations spread over different industries. Accordingly, the findings recommend a positive correlation between CSR engagement and beaming employee morale that ultimately raises retention rates. Specifically, employees whose perceptions of CSR in their own organization portray the company as authentic, relevant to their personal values and in line with what they perceive as good report higher job satisfaction and loyalty. In addition, this paper discusses the best practices of CSR integration into corporate culture and provides suggestions on ways to improve the performance of CSR efforts. Moreover, the study shows how clear communication about CSR initiatives helps employees understand, know and participate in such programs. Future research is suggested to." In the emerging body of literature examining the relationship between CSR and its potential benefits for employees and the organization, the following paper makes a contribution.

Keywords: Corporate Social Responsibility (CSR), employee engagement, job satisfaction, organizational culture, HR practices.

INTRODUCTION

The CSR program has been conceptualized as a pioneering model for handling ethical, social, and environmental issues and internal organizational processes in contemporary management business practices. One of the most critical factors concerned with CSR is that it affects employee motivation and turnover. This paper identifies and examines how CSR programs improve organizational commitment, increase employee retention, and decrease turnover costs for employees and the organization. CSR has now moved from being an extra that a firm could

engage in through offering public benefits to society to being a functional necessity in managing a firm. In the recent study conducted by Glavas (2016), the author noted that employees in organizations where CSR commitments are valued usually record improved engagement levels. This is due to the existence of working for a purpose, which in this case is a purpose that espouses their personal beliefs about the world (Aman-Ullah et al., 2024). In addition, as (Ta'amneh et al., 2024) found out, an organization's CSR activities positively influence

the employee's commitment towards the organization, thus reducing turnover intentions. A progressive aspect of CSR about employee turnover is learning how these initiatives affect the organizational culture. From principals, a positive work environment also means fair and ethical practices that contribute to improved job satisfaction and reduced turnover. (Chaykina & Jun, 2024) arrived at a similar conclusion, finding that ethical corporate conduct highly correlates with workers' satisfaction level and their allegiance to their company. In addition, CSR, which engages active employees, for instance, through volunteering or environmentally sustainable organizational activities, makes them feel that they belong to the organizational family; hence, it makes the members feel better about the organization. Another necessary factor that is improving through CSR implementation is known as corporate employee engagement. Harter et al. state in a (Bharadwaj & Yameen, 2021) study that firms with engaged employees' exhibit better work performance and reduced employee attrition rates. CSR can heighten engagement since everyone feels proud to work for a particular organization or company and feels encouraged to work harder when contributing to the organization's cause, which everybody has a soft spot for (Ujah, 2020). It also enhances the organization's performance as it increases each person's productivity.

The relationship between CSR and retention is most closely realized in how millennial professionals perceive it, say that they are concerned with values and ethical practices within the workplace. A 2017 Deloitte survey revealed that millennials are receptive to and remain loyal to organizations that invest in social responsibility (Hammon et al., 2023). As a result, organizations that do not adopt reasonable CSR strategies may encounter problems attracting and maintaining the demographic group. Nevertheless, the practice of CSR has its pitfalls, as discussed in this paper. This forces corporations to include ethical factors in their fundamental business plans beyond profitability. However, CSR investment can be justified by additional positive effects on organizational performance, mainly through increasing employee satisfaction and loyalty. CSR should be seen as an expense that

generates significant revenues by engaging employees and ensuring their dedication.

1. Literature Review

Corporate Social Responsibility (CSR) has been redefined by the triple bottom-line approach, positing that sustainability in modern businesses must concurrently address three critical dimensions. Speaking of the triple bottom line, it is also important to mention the people, planet, and profit of (Eklund et al., 2018). This has mainly been because this approach has taken an all-embracing view of CSR and encouraged organizations to weave all these elements into their central strategies (Pandita & Ray, 2018). This paper aims to determine how various types of CSR, grouped into the people, planet, and profit domains and sub-domains focusing on direct engagement with employees and the wider society, impact employee engagement and retention.

When integrating CSR with the triple bottom line, companies ensure that they aim to achieve more than just profit. The "people" component of CSR involves a positive transformation of the community's social status and the owner's human capital. Promotion of this category entails making improvements in instances like providing adequate security in workplaces and providing the reasonable wages, among other issues to do with diversity in the workplaces and the development of various communities. Whereas the "planet" aspect deals with quantifying the aims of attaining ecological quality in an organization by concerning itself with concerns such as carbon emissions, recycling and energy conservation (Murungi, 2014). Finally, the last piece of the corporate social responsibility pie is 'Profit through activities that directly contribute to financial success and indirectly to the economy's welfare through fairness, honest deals, donation to charitable organizations, and meeting tax obligations. Based on this background, this research proposes the following hypothesis: The three foci of CSR, that is, people, planet, and profit, have differential effects on employee-related attitudes and behaviors. People nowadays expect more than good wages and better employment; they also prefer those companies whose goals match their ideas and help to improve the world. Consequently, CSR programs, especially social and environmental ones,

improve the rates of employee turnover and engagement rates (Peng, 2020).

A body of literature exists about the positive CSR impact in enhancing organizational reputation, increasing employee satisfaction and reducing turnover rates whenever CSR programs are directed at the employees as people-employee (Paruzel et al., 2021). Likewise, CSR activities about stakeholder issues and people- society benefits can go a long way in improving an organization's image and making its employees want to be associated with such institutions; this invokes loyalty and commitment among members of institutions (Radwan & Radwan, 2015). Furthermore, CSR practices dealing with the environment (planet) strongly appear to working generation who positively considers firm consider ornamental values in employment choices. Some of these measures not only benefit the company in terms of corporate image, but at the same time, employees are motivated by identifying their personal ecological views with organizational settings. On the economic front (profit), employees are likely to be more loyal to a firm with a CSR program that seems to be real and not a masked business profit-seeking endeavor. The present study thus has essential theoretical and practical implications for scholars and organizations by asserting that the application of an integrated model of CSR based on the triple bottom line could represent a strong driver to improve engagement and reduce turnover among employees. Therefore, through quantitative and qualitative analysis of the specific impacts of these CSR domains, this paper seeks to contribute to an understanding of how CSR supports a sustainable business model for staffing a committed workforce. By going through this analysis, we can understand that if properly deployed, CSR benefits the community and the environment; it furthers the issue of talent retention and pervasively forms the basis for any lasting organizational success.

Theoretical framework

A diverse array of psychological theories underpins our understanding of how Corporate Social Responsibility (CSR) influences employee-related outcomes. One of the most widely used frameworks used to understand how and why CSR changes employee attitudes and behaviors is social identity

theory, according to (Adu-Gyamfi et al., 2021). This theory is often used to analyze how the image of the organization's CSR activities can boost its members' identification and pro-organizational attitudes. Other frameworks, such as those presented by (Hansen et al., 2011), look at CSR through fairness, whereby CSR practices within an organization are taken as third-party justice. This perception that external beneficiaries of CSR are fairly treated will also make employees expect fair treatment from the same organizations.

Second, signaling theory helps understand how potential job candidates perceive CSR initiatives indicating appropriate organizational conditions (Firely, 2016). Also, recognizing that employment in a socially responsible company enhances job meaningfulness—that is, boosting worthiness, relationships, and identity beyond the self, for the benefit of society, the notion is backed by research evidence (Ikram et al., 2021).

This paper mainly uses the social identity theory developed by (De Roeck & Delobbe, 2012) to explore how CSR creates organizational identification. Erod is the organizational identity theory that states that people identify themselves with various social groups, such as the employer. In the working environment, this is expressed in terms of organizational identification in the process by which an organization's CSR values increase the level of satisfaction and commitment of employees to their companies (Ashforth and Mael, 1989).

In addition, several studies (Peterson, 2004; Brammer et al., 2007; Turker, 2009) showed that employees would establish a closer identification when an organization has a unique and prestigious image and is socially responsible. The proximal influence of an organization's CSR commitments may also enhance this effect; the direct awareness created means that employees are constantly reminded and, therefore, more appreciative of their firm's social responsibility (De Roeck et al., 2016).

Hypothesis Development

• Hypothesis 1:

CSR activities are more strongly associated with a firm's employees when the employees note the extent of distinction and prestige of the initiatives.

- **Hypothesis 2:**

CSR programs contribute to employee engagement by offering employees tasks and work that are worthwhile and feel like making a difference.

- **Hypothesis 3:**

CSR positively affects an organization's ability to attract employee interest and acceptance of employment opportunities.

- **Hypothesis 4:**

Higher levels of CSR are positively linked with decreased turnover intentions and actual turnover rates of employees.

- **Hypothesis 5:**

CSR activities help to enhance the organization's commitment to the feelings and ethics of the employees.

- **Hypothesis 6:**

Employees who perceive their employers as organized and those who self-identify with their employer's social responsibilities report greater job satisfaction.

- **Hypothesis 7:**

Several reasons are given for attributing OCB to CSR practice. By valuing the company's ethics, workers are, in turn, motivated to engage in CSR practices, hence exhibiting OCB.

- **Hypothesis 8:**

Compared with employee-related attitudinal constructs (identification, engagement, commitment, job satisfaction, turnover intentions, organization attraction), the effect size of CSR on employee OCB and actual turnover companies is relatively small.

- **Hypothesis 9:**

Distinct indices of CSR (people, planet and profit) have different impacts on employees, and people-oriented CSR initiatives correlate highly positively.

- **Hypothesis 10:**

identification moderates the direct relationship between CSR and six important employee-related criteria: engagement, commitment, job satisfaction, attractiveness, and OCB.

This hypothesis examines how CSR is related to different employee outcomes at the workplace but controlled by social identity. According to Hypothesis 1, CSR activities enable employees to identify with the organization because of the company's distinctiveness and prestige. The second hypothesis held that girded CSR activities increased

employee engagement by creating meaning in work. Hypothesis 3 posited that CSR is a concept that attracts qualified human resources due to the willingness to be employed by the organization. As postulated in Hypothesis 4, a firm commitment to CSR was significantly linked with low employee turnover intentions and a reduced turnover rate, which benefits numerous companies to be respected as responsible organizations. Hypothesis 5 posits that CSR fosters commitment by offering human attachment regarding their feelings towards the employer. The final hypothesis is that CSR causes higher levels of job satisfaction because it increases organizational identification, pride and self-identity, or in other words. Hypothesis 7 is related to Organizational Citizenship Behaviors (OCB), stating that due to CSR alignment, each employee is likely to engage in additional behaviors that are pro-organization. By presenting moderation, Hypothesis 8 again separates the attitudes from the behaviors, claiming that CSR affects the attitudes more intensely because of the difficulty in changing the behavior. Hypothesis 9 investigates how CSR aspects concerned with people, planet, and profit influence Consumer Ethical Beliefs and practices with enhanced results for CSR practices that relate specifically to the people or employees. Last, Hypothesis 10 tests the mediating role of identification in the link between CSR and various positive dependant variables; namely, CSR is proposed to act as a driver of identification and consequently lead to devotion, pledge, contentment, appeal and OCB in the workplace. In doing so, we propose a set of linked hypotheses that outline how CSR efforts may be used purposefully to alter organizational processes and employee conduct at the psychological and social levels.

2. Methodology

Inclusion Criteria

More detailed criteria were set to select the most suitable studies for this work. Firstly, further research was required to investigate various dimensions of CSR at the individual level, such as the indices of CSR perception of employees. Secondly, studies had to examine at least one of the following outcomes: self-categorization, job involvement, perceived employer brand appeal, turnover or turnover intentions, OCBs, affective

commitment, or job satisfaction. Moreover, they latterly had to submit that there was a reported relation between CSR and one of these employee outcomes or that they produced enough material that could be translated into a correlation R —excluding regression coefficients in line with Roth et al., 2018. Third, the target participant group had to be current and prospective employees; the latter could be students in their last semester who are prospective entrants to the job market. In experimental investigations, volunteer candidates had to be gainfully employed or students. We also excluded the studies where the unit of analysis was a customer. The studies in the present analysis come from multiple countries and use different methods.

3.1 Search Strategy

This study uses a systematic computerized search protocol for the meta-analysis to identify pertinent works from PsycINFO, SSCI, and EconLit databases. Our identified search terms included CSR onto levels and Employee Outcomes with an intentional overlap of corporate social responsibility. The keywords used were corporate social responsibility, CSR, philanthropy, corporate giving, corporate citizenship, and several other things related to employees, including employee engagement, employee commitment, and employee job satisfaction. These terms were linked using Boolean operators; each major category was ‘AND’ connected, while the terms within the category were ‘OR’ connected. In specific respects, we limited searches by keywords to titles or abstracts almost exclusively to empirical research articles and, in any case, only unpublished ones, such as dissertation theses. Where necessary, some authors were contacted. Other search terms initially identified but not related to the employee/work context were also eliminated. After deduplication, 3,398 studies were screened for relevance. Random forest and feature selection techniques were applied separately in multiple studies. The exact details of the flow chart are shown in Annex 3, which outlines the inclusion and exclusion criteria and the outcomes of these stages. Several works were screened out because they used CSR appropriately or were reporting front-on-from-generalizable and older duplicates. Where necessary articles or data were missing, attempts were made to reach the

authors of the articles in question, but this was not always feasible. The search was over on February 28, 2019. In total, 132 articles with 143 effect sizes were included, with a total sample size of 89,396.

3.2 Coding Procedure

To ensure the reliability of our study, we rigorously followed a coding manual. This manual, along with the independent rating of studies by two coders, significantly minimized the chances of coder bias. The second coder, being knowledgeable in the content area, reviewed 20% of the selected articles by using the same coding sheet to check intercoder reliability. To ensure objectivity, we compared intercoder agreement utilizing a two-way random single measure intraclass correlation coefficient (ICC 2.1) for the continuous variables of the year published, sample size, gender, age, culture, the effect size r , and the reliability of CSR and related attitudes and citizenship behavior measurements had ICC of between 0.92 and 1. The intrarater reliability Cohen’s kappa was applied for the categorical data on study design, subject group, CSR focus, and outcome measure with raters’ kappa ranging from $\kappa = 0.97$ to $\kappa = 1$; the results showing very few discrepancies. The material disagreements encountered were solved through dialogue.

To assess the quality of what the studies revealed and to meet the potential moderating effects of study characteristics, it has become necessary to code and analyze a number of factors, which include the type of study design, whether the study was published or unpublished and the year of publication.

Moderating Variable Coding

In meta-analysis, all subsample analyses, no matter what they are, are statistically known as moderator analyses. In line with this reasoning, the analyzed comparisons, like distinguishing different outcomes, attitudes, and behaviors, are simply moderator analyses, not conceptual moderators.

Employee-Related Attitudes and Citizenship Behaviors

We classified the employee-related attitudes and behaviors as follows: identification, recruiting, appeal to (potential)

Employees, turnover intentions, commitment, job satisfaction (organizational citizenship behavior and actual turnover (behavioral intentions). Table A (online supplement at <https://www.ijssb.org>): Descriptions of all measures for all the studies included in this meta-analysis are also provided in Table 1. Organizational attractiveness was assessed using organizational attractiveness scales. Turnover was captured using turnover intentions or actual turnover. Actual turnover was measured under behavior, while turnover intentions were measured under attitudes. In critical cases, we made our decisions based on the content of variables, not the labels: When constructs were named as similar to the defined ones but with a different terminology (for instance, the stakeholder-company identification) or when the authors developed items, the study scrutinized construct definitions and the items specified in the publication at large. For instance, while the variables for job satisfaction might be termed work satisfaction or employee satisfaction, all the measurements were made by administering the same questionnaires. The measured multidimensional constructs were also identified during the investigation. For example, construct engagement is based on dedication, vigor, and absorption sub-dimensions. In some cases, research documented a global higher-order dimension, although in other cases, all the sub-dimensions of a construct were shown as inscriptions. While analyzing our data set, we applied the higher-order construct.

Focus of CSR

As the measurement of CSR can focus on different aspects of CSR, the focus of the CSR measurement was registered by using the following categories: people and society, employees, earth, revenues, and all. This category system is based on one Elkington proposed and called Triple Bottom Line (Elkington, 1994). The category people suggested social attention to CSR. Since employees are the target objects in this meta-analysis, we distinguished between persons internal to a company or organization (people-employee) and all the other persons external to a company or organization (people-society). People-society included the following exemplary terms: voluntary, obligational,

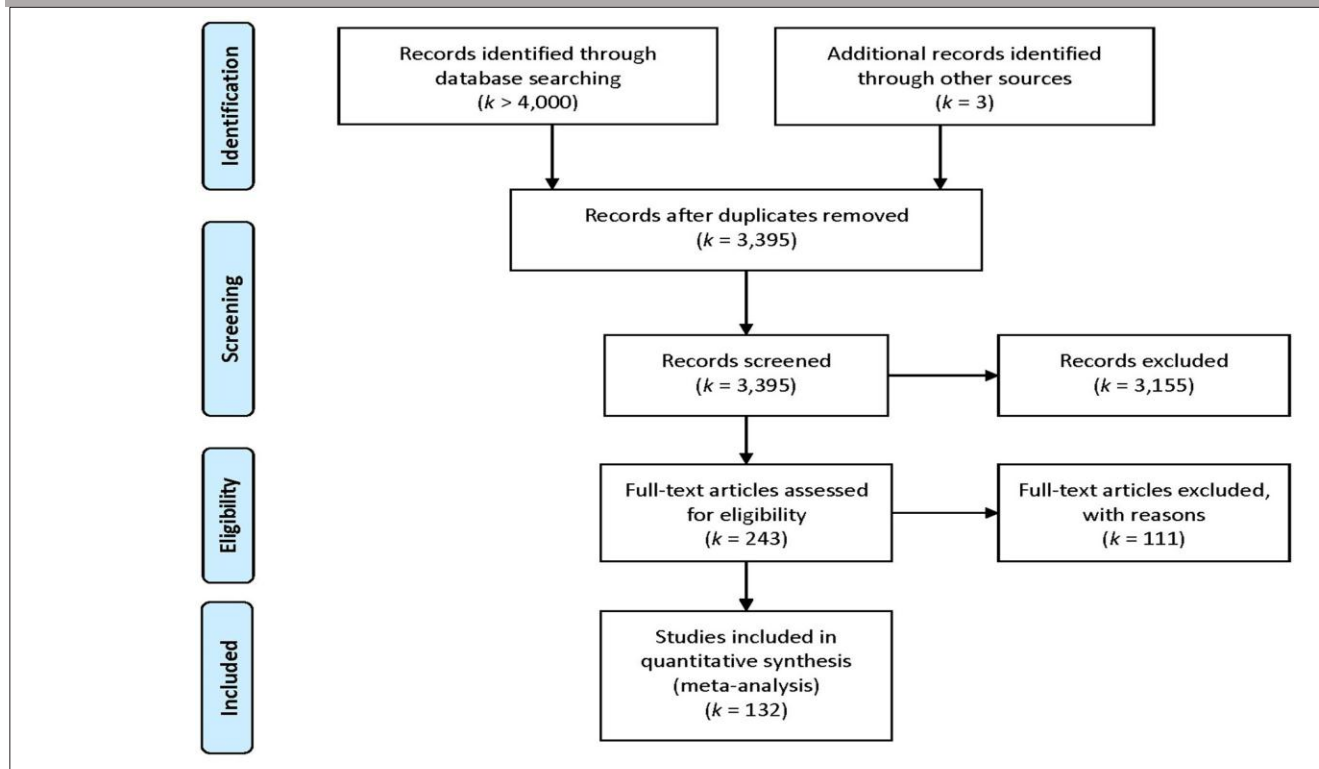
mandated, altruistic, CSR to government and CSR to customers. Volunteerism programs were included in the people-employee classification of the organizations surveyed. In cases where the target of the people-oriented CSR activity was not discernible, people-society was tagged. Planet refers to CSR's environmental components, while the category profit is related to CSR's economic/financial aspects. The group category general was used where it embraced many areas of CSR or where no practice could be quickly established. This categorization does not differ from other authors' CSR definitions (Carroll, 1991; Turker, 2009; El Akremi et al., 2018).

Types of Current and Descriptive Epidemiological.

Gender was categorized by documenting the proportion of men in the study sample (or derived from the proportion of women or raw counts). Based on the previous literature, which established that there is cross-country variation in CSR practices and the perception of CSR (Küskü and Zarkada-Fraser, 2004; Dögl and Holtbrügge, 2014; Farooq et al., 2017); or that CSR is a universal concept (Quazi and O'Brien, 2000), population characteristics latter includes culture. The individualism/collectivism and masculinity/femininity dimensions of culture developed by Hofstede (2001) were used to measure culture, as they allowed scoring for each country between 1 and 100. These two dimensions are the most commonly applied CSR and culture (Smith et al., 2011; Hofman and Newman, 2014). Cultures with higher indices are indeed individualistic or macho type.

Study design was coded using the 'if' category, in which the researchers recorded whether a study design existed.

Whether the study was predictive or concurrent, whether it was a survey, experimental, or quasi-experimental study, if the predictor and the criterion were measured simultaneously, the design was concurrent. The design was predictive if there was some period between the predictor and the criterion's measurement. In addition, the publication type and publication year were noted, as well as whether published or unpublished.



3. Analysis and Results

Meta-analysis following Schmidt and Hunter (2015) was undertaken for our meta-analysis study, using a random effect model since it allows for systematic effects at the study level and variability analysis for moderating variables. The coefficient of correlation was the first statistical measure employed to estimate effect size. To calculate the overall increase in mean corrected correlation coefficient ρ , we weighted individual effect sizes by sample size and then counteracted two types of measurement artifacts; the unreliability of the predictor and the unreliability of the criterion. The statistical significance of the observed effects was assessed using a 95% CI for the mean ρ ; if the CI ranged from zero, the effects were considered statistically significant.

Transformations were done when possible if necessary data were not collected from the primary studies. For example, where the correlation coefficient r was missing, and the study involved two independent groups with potentially unequal sample sizes, we recoded Cohen's d into r using the method suggested by Borenstein and colleagues (2011). We did not standardize the regression or

SEM coefficients; the guidelines by Roth et al. (2018) were followed, and contact was made with the authors for the required correlations. Single-item measures were given prior reliability of $\alpha = 0.70$ (Wanous & Hudy, 2001), and correlation estimates from SEM or CFA were coded as $\alpha = 1$ given measurement error correction. In cases where it was unclear which methods were used for testing the hypotheses, as in some studies applying CFA but regression for analysis, no alteration of reliability occurred. The more ambiguous the design, the more conservative the choices, stipulating $\alpha = 1$ lest effects be overstated.

Artifact correction was conducted using the artifact distribution method and the R package psych metal that automatically determines which correction procedures to apply based on the presence of artifacts (Dahlke & Wiernik, 2019). When studies reported more than one effect size, we calculated the mean r and the mean observed correlation and reliability of the effects independently and per meta-analytic conventions (Schmidt & Hunter, 2015; Feitosa et al., 2020). Heterogeneity was measured by number (P), credibility interval (CR), variance artifact (%) and Q^2 , the percentage of variation between studies (Borenstein et al., 2011; Higgins &

Thompson, 2002). An extensive credibility interval or high I^2 indicated the same for heterogeneous studies.

Mediating effects were analyzed using subsample analyses, while meta-regression was used to analyze the moderating effects. For categorical moderators, the sample was again divided, and comparisons were made using the Q_{bet} statistic. Regarding continuous moderators, meta-regression was conducted, applying meta-analytic correlations between the main study effect sizes and potential moderator indices.

The present study on mediation was conducted through TSSEM, while the model fit was inspected with chi-square, RMSEA and CFI. Specific criteria for selecting the mediation analysis required the authors to report a correlation between CSR and identification and the correlation between

identification and other results. Publication bias was dealt with using trim-and-fill analysis, leave-one-out analysis and Egger's test. All computations were conducted in R using packages including psych metal, metaphor, meta SEM, and meta. This multivariate strategy enabled reliable assessments of the data report's mean effect size concerning bias and heterogeneity.

Results

According to the stated objectives of this research, the following shall be considered characteristics of the database; 2 articles with 143 effect sizes were used in the present meta-analysis. Some of the general features of the database are displayed in Table 1 below. Regarding gender and cultural representation, the sample of studies was almost equal.

Table 1 Population

Study characteristics		Population characteristics	
k	143	Gender (% male)	53.34
N	89,396	[0; 100]	
Sample sizes (range)	47 – 15,184	Mean age	33.94
Publication years	1999 – 2018	[21; 52]	
Publication	Number of studies	Culture ^b	
Published	137	Individualism/collectivism	49.49
Unpublished	6	[14; 91]	
Study design		Masculinity/Fem.	51.09
Predictive ^a	10	[14; 70]	
Concurrent	133	Occupation	Number of studies
Study type		Employee	123
Survey study	129	Student ^c	11
Experimental	13	Country	
Quasi-experiment	1	Belgium	2
Outcomes		Canada	4
Identification	37	China	14
Engagement	11	France	1
OCB	31	Germany	5
Commitment	68	Greece	3
Job satisfaction	40	India	4
Attractiveness	25	Israel	2
		Italy	1
		Netherlands	2
		Pakistan	9
		Poland	2
		Portugal	4

Singapore	3
South Africa	1
South Korea	16
Spain	3
Taiwan	4
Thailand	2
Turkey	6
UK	4
USA	17
Vietnam	1
Multinational	20

Thus, the analysis of differential effects of CSR on employee-related attitudes and citizenship behaviors (moderators).

In meta-analyses, moderator variables in examining the heterogeneity of the main effect are statistically defined. As in traditional meta-analysis, one effect size from each sample is included in and synthesized to an overall effect; however, in this case, an overall effect size will be misleading since it will be arrived at by merging, for instance, attitudes and behavior. The analyses of the specific outcomes, attitudes and behaviors and the CSR foci were statistically treated as moderator analyses. Not all of these analyses employ conceptual moderators. Instead, they are referred to as moderators in the light of the meta-analytical perspective. Drawing on the social identity and the organization identification perspectives, this study examined how CSR affects employee-related attitudes and employee citizenship behavior.

Therefore, based on our research question, the study's main goal was to determine the extent of the

association between (perceived) CSR and employee-related attitudes and citizenship behavior, respectively. The analysis of the average effect sizes indicated differences in the mean corrected effect size. The effect sizes were medium to large, ranging from $\rho = 0.35$ for attractiveness to $\rho = 0.41$ for OCB. $\rho = 0.43$ for attitudes toward turnover (intention), $\rho = 0.49$ for organizational identification.

Pearson correlation coefficients are reported to be 0.52 for job satisfaction, 0.58 for commitment, to 0.64 for engagement. As mentioned earlier, there was limited use of objective data for OCB, and where used, most data was collected using self-report instruments (with only a few exceptions; for instance, Ong et al., 2018). The value of $Q_{bet} = 370.64$ ($p < 0.001$) shows that differences were present concerning the outcomes (Table 2). Since the confidence intervals did not contain the value of zero, all correlations were statistically different from zero. Hypotheses 1–7 are supported.

Table 2: Subsample analyses for employee-related outcomes and CSR dimensions

k	N	r	SD _r	ρ	SD _{ρ}	95% CI	80% CR	Q	I ² (in %)
Outcome type ($Q_{bet} = 169.58^{***}$)									
Attitude	130	86,125	0.51	0.14	0.58	0.15	0.56; 0.61	0.40; 0.77	633.27*** 79.63
Behavior	34	15,346	0.31	0.17	0.35	0.18	0.29; 0.42	0.12; 0.59	366.98*** 91.01
Outcomes: employee attitudes and citizenship behaviors ($Q_{bet} = 370.64^{***}$)									
Identification ^a	37	10,456	0.43	0.13	0.49	0.13	0.44; 0.54	0.33; 0.65	200.24*** 82.02
Engagement	11	32,554	0.57	0.14	0.64	0.15	0.54; 0.73	0.45; 0.83	104.28*** 90.41
OCB	31	10,157	0.36	0.18	0.41	0.20	0.34; 0.48	0.16; 0.66	372.62*** 91.95
Commitment	68	33,965	0.51	0.13	0.58	0.13	0.54; 0.61	0.42; 0.74	254.80*** 73.71
Job satisfaction	40	29,297	0.46	0.15	0.52	0.15	0.47; 0.57	0.32; 0.71	253.36*** 84.61
Attractiveness	10	1,582	0.38	0.24	0.43	0.26	0.26; 0.59	0.10; 0.75	104.41*** 91.38
Turnover	15	10,865	-0.31	0.09	-0.35	0.09	-0.30; -0.40	-0.24; -0.46	67.93*** 79.39

CSR focus ($Q_{bet} = 301.59^{***}$)										
People-society	50	39,854	0.46	0.11	0.51	0.11	0.48; 0.55	0.38; 0.65	181.67 ^{***}	73.03
People-employee	32	11,393	0.43	0.17	0.49	0.17	0.42; 0.55	0.27; 0.71	269.60 ^{***}	88.50
Planet	15	5,270	0.37	0.15	0.41	0.15	0.33; 0.50	0.22; 0.61	130.70 ^{***}	89.29
Profit	14	3,568	0.43	0.17	0.48	0.17	0.39; 0.58	0.27; 0.70	61.37 ^{***}	78.82
General	103	53,164	0.54	0.17	0.61	0.18	0.57; 0.64	0.38; 0.83	783.35 ^{***}	86.98

Correlation Analysis of CSR and Attitudes and Behaviour

To determine whether the results reflect a difference between the two, we split the database into two subsamples: Studies that measured Attitudes toward CSR only and those that measured Behavioral outcomes only. The effect size for the correlation between CSR and Attitudes is $\rho = 0.58$, and for behavior is $\rho = 0.35$ (Table 2). This difference was statistically significant ($Q_{bet} = 169.58^{***}$), thereby supporting hypothesis 8, positing a stronger correlation between CSR and attitudes than between CSR and behavioral outcomes.

Further regression analysis indicated differences in the strength between the particular CSR focus and employee-related attitudes and citizenship behaviors ($Q_{bet} = 301.59$, $p < 0.001$). For general, which combines all different types of CSR, we obtained the most significant effect size: $\rho = 0.61$. After that, the authors examined the particular emphases in detail. For people-society, we got the maximum absolute correlation coefficient value of $\rho = 0.51$. The effect sizes for the other foci varied from $\rho = 0.41$ to $\rho = 0.49$ (table 2). Hypothesis 9 was supported: Given the above findings, the Q-statistic was significant.

As presented in Figure 4, effect sizes are illustrated using the form of a forest plot.

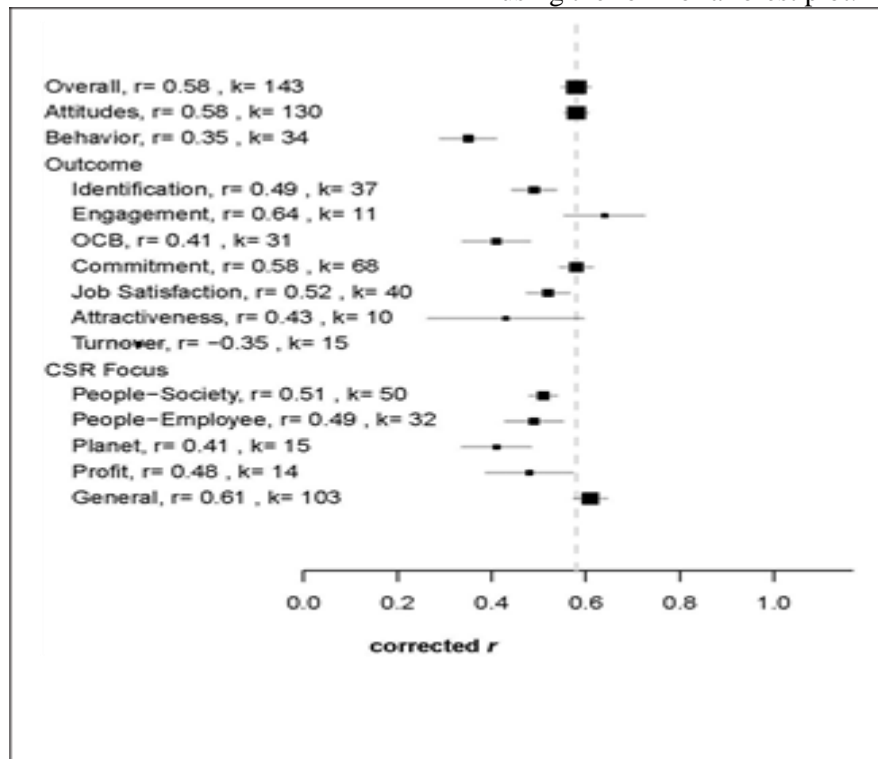


Figure 2: Forest Plot

Forest plot showing effect sizes in comparison with the average effect size. Results and CSR aspects,

ρ , mean corrected effect size; k , number of included articles.

Organizational identification as a mediator of the link between CSR and employee-related attitudes and behaviors

Specifically, we combined a subsample of studies that reported correlation coefficients for either path A, path B or path C and used structural equation meta-analysis to test the mediating of identification between CSR and other employee-related attitudes and behaviors. We were able to find enough correlations in the database to explore the level of commitment (k = 7), job satisfaction (k = 7) and OCB (k = 10) as outcomes in a model that also controlled for inter-relationships between all the studied variables (k = 19, N = 5,233).

The meta-analytical SEM is presented in figure 5 ($X^2 = 78.40$, $p = < 0.001$, $df = 6$, $CFI = 0.92$, $RMSEA = 0.048$). In the current study, the RMSEA and CFI are favorable, signifying a good model fit, while the X^2 is significant, thus a poor model fit. In this model, corrections for unreliability were not made; the path coefficients are not interpreted the same way as before the analysis; this analysis aimed to examine mediation by examining the impact's mediating factors. In this model, paths from CSR to identification and identification to commitment, job satisfaction and OCB were estimated, but in addition, we tested the direct effects of CSR on commitment, job satisfaction and OCB along with the indirect effects.

It was also seen that all values of path coefficients were significant. The results for the total effect of

the indirect effect for the relation between CSR and commitment were not equal to zero (indirect effect = 0.19, 95% CI [0.12; 0.26], direct.

The multivariate model demonstrated that fat mass positively affected total cholesterol (effect = 0.63; 95% CI = 0.44; 0.81). The effects of the indirect model CSR and job satisfaction (indirect effect = 0.13, 95% CI [0.08; 0.18], direct effect = 0.56, 95% CI [0.42; 0.70]) and OCB (indirect effect = 0.11, 95% CI [0.05; 0.18], direct (where effect = 0.27, 95% CI [0.15; 0.40]) were also statistically significant.

Hypothesis 10 is supported for commitment, job satisfaction, and OCB, as identification mediated the relations between CSR and commitment, job satisfaction and OCB, respectively. However, a lack of enough information prevents a study of the other outcomes.

A meta-regression test was used to determine the moderating effects of gender and age on the relationship between CSR-employee outcomes. This study also revealed that gender moderates the relationship between CSR and employee-related attitudes and citizenship behaviors, while age does not (Table 3). Cultural factors were also taken into account; hence, the second hypothesis proposed that the dimension of masculinity-femininity would be a moderator of this relationship, and, in support of this hypothesis, a significant and more prominent effect size was obtained in more masculine cultures (Table 3).

Table 3: Meta Regression

	Estimate	SE	z	p	95% CI
Intercept	21.069	16.50	1.277	0.200	-11.27; 54.40
Age	0.004	0.004	1.009	0.313	-0.004; 0.011
Gender	0.003	0.001	2.313	0.021	0.001; 0.006
Publication year	-0.011	0.008	-1.281	0.200	-0.027; 0.006
Culture (Individ.)	-0.000	0.001	-0.322	0.748	-0.003; 0.002
Culture (Masc.)	0.006	0.003	2.176	0.030	0.001; 0.012

Q (df = 5) = 12.65, p = 0.03, k = 64.

including concurrent designs, yielding larger effect sizes than the predictive designs. This might be because survey studies produced significantly larger effect sizes than experimental designs when such methodological distinctions were entered into the analysis (Table 4).

Study Design Characteristics

Due to the employed study designs, the interdependence of CSR with the various outcomes was apparent. In this meta-analysis, researchers have used two types of cross-sectional designs,

Table	4		study			and			population		characteristics.	
	k	N	r	SD	p	SD	95%ci	80%CR	Q	I ² (in %)		
Study design (Q _{bet} = 18.80***)												
Predictive	10	6,348	0.42	0.15	0.48	0.16	0.37; 0.58	0.27; 0.68	72.23***	87.54		
Concurrent	133	83,048	0.51	0.15	0.59	0.16	0.56; 0.62	0.39; 0.79	697.60***	81.37		
Study design (Q _{bet} = 23.27***)												
Survey study	127	86,711	0.51	0.15	0.59	0.15	0.56; 0.62	0.39; 0.78	645.50***	80.48		
Experimental ^a	14	2,410	0.29	0.22	0.33	0.23	0.20; 0.45	0.03; 0.62	119.86***	89.15		
Status of publication (Q _{bet} = 11.53**)												
Published	136	88,369	0.51	0.15	0.58	0.16	0.55; 0.61	0.38; 0.78	766.71***	82.39		
Unpublished	5	752	0.55	0.13	0.63	0.11	0.50; 0.76	0.49; 0.77	10.38***			

Interestingly, study publication status also acted as a mediator in the CSR-employee broadband relationship. In unpublished cases, correlations seemed generally higher than published cases (Table 5).

Table 5: employee-related attitudes and citizenship behaviors and focus of CSR combined.

Category	k	N	r	SDr	ρ	SDp	95% CI	80% CR	Q	I ² (%)
People society (Q_{bet} = 64.93*)**										
Identification	10	3,301	0.33	0.08	0.39	0.07	0.33; 0.45	0.31; 0.47	20.37**	55.82
Engagement	6	11,357	0.41	0.07	0.49	0.07	0.42; 0.56	0.40; 0.58	29.76***	83.20
OCB	4	823	0.31	0.22	0.37	0.25	0.11; 0.63	0.05; 0.69	33.67***	91.09
Commitment	27	22,185	0.48	0.08	0.58	0.08	0.54; 0.61	0.47; 0.68	51.71***	49.72
Job satisfaction	16	19,501	0.47	0.15	0.57	0.17	0.48; 0.66	0.35; 0.79	208.90***	92.80
Attractiveness	4									
Turnover	4	5,065	-0.33	0.11	-0.38	0.12	-0.26; -0.50	-0.23; -0.53	33.61***	91.07
People-employee (Q_{bet} = 115.68*)**										
Identification	10	3,287	0.37	0.12	0.40	0.11	0.32; 0.48	0.25; 0.55	46.21***	80.53
Engagement	2									
OCB	6	1,748	0.37	0.20	0.40	0.21	0.23; 0.57	0.13; 0.67	69.50***	92.81
Commitment	19	6,201	0.49	0.17	0.53	0.17	0.45; 0.61	0.31; 0.74	144.03***	87.50
Job satisfaction	10	3,582	0.34	0.22	0.36	0.23	0.22; 0.51	0.07; 0.65	150.93***	94.04
Attractiveness	2									
Turnover	2									

General (Qbet = 690.07*)**											
Identification	22	5,715	0.47	0.14	0.50	0.13	0.44; 0.56	0.33; 0.67	134.38***	84.37	
Engagement	6	21,496	0.65	0.09	0.69	0.07	0.61; 0.76	0.59; 0.78	35.58***	85.95	
OCB	21	7,479	0.37	0.18	0.39	0.18	0.31; 0.47	0.16; 0.62	275.47***	92.74	
Commitment	37	11,647	0.52	0.15	0.56	0.15	0.50; 0.61	0.36; 0.75	206.63***	82.58	
Job Satisfaction	25	9,171	0.44	0.14	0.47	0.14	0.41; 0.53	0.29; 0.64	67.19***	64.28	
Attractiveness	12	4,619	0.27	0.13	0.27	0.12	0.20; 0.35	0.12; 0.43	72.72***	84.87	
Turnover	7	2,898	- 0.25	0.08	- 0.27	0.07	-0.21; 0.33	- 0.19; 0.35	14.74*	59.29	

Furthermore, the year of publication was also used as a moderator, but it was also not found to have a moderating influence on CSR and employee-related attitudes and citizenship behaviors (Table 3).

Theoretical Implications

Regarding theory, we envisaged that social identity theory in organizations (Paruzel et al., 2021) can help account for the linkage between CSR and a package of employee-oriented perceptions and voluntary actions. Social identity theory is based on the fundamental psychological process of social categorization, which explains why CSR changes employees' attitudes (Hu et al., 2020): The fact that employees become members of the new social category of socially responsible companies transforms them. Our analysis showed a higher correlation between CSR and attitudinal than the behavioral results, which supports Ashforth et al. (2008) founding idea that attitudinal variables are less complex than behaviors. This relation was supported by our data. As much as cognition and emotion are always implicated in identification, behavior is not always implicated (Ahmad et al., 2022). Like other major psychological theories, including work motivation, attitude leads to behavior (Mahmood et al., 2021). When we examined the level of identification, it was observed that identification plays a mediator role in the relationship between CSR and commitment, job satisfaction and OCB.

Therefore, with the help of the meta-analytical method, we introduced the correspondence of the

three foci (people, planet and profit) and the interconnected employee-related attitudes and citizenship behaviors to understand which one the employees consider most important. Thus, our assumption is that the relationship between the focus of CSR and employees' related attitudes and citizenship behaviors is highest in the case of CSR with a focus on people. In the category people, there were people-society/external CSR and people-employees/internal CSR that pointed at the focus of the given CSR initiative/CSRs as for the public versus for employees only. For the categories of people, the effect was significantly more significant than for the categories of the planet, but the impact of profit and people is of a similar magnitude. This shows that all the societal initiatives are crucial to the employees and perhaps perceived as more honorable and unique than those concerning the natural environment. From the effect size perspective, the category general's most significant effect was achieved, meaning that CSR initiatives addressed more than one focus. This shows that adopting more than one CSR focus is most appropriate, and making CSR a strategic issue is also crucial.

Implications for Future research

Since employees need to be aware of CSR to perceive CSR, research on the communication of CSR to employees remains imperative. For example, the object and mode of CSR communication should be examined here. The identified content can contain multiple bully focus

points of CSR. Regarding medium and communication frequency, examples such as company newsletters, posters, and brochures must be studied. Furthermore, we suggest that future studies provide

The remaining literature provides data on how much employees engage in CSR, a possible moderator (Gigant, 2023; Jamali et al., 2015). Organized employee involvement in CSR can be defined along a continuum: knowledge about the CSR programs, developing the CSR programs and participating in the CSR activities. Effectiveness could not be scrutinized separately in this meta-analysis because details regarding participation are unavailable in the primary studies; for this reason, employee participation in CSR is positively associated with the investigated attitudes and citizenship behavior. Organizations can involve all the employees by providing them with the option to present their ideas as far as CSR is concerned and to join other CSR endeavors as well.

It is expected that the processes that define social identity theory should be empirically supported in the context of CSR. Different from (Ahmed et al., 2022; Malik, 2024), proposing a two-study mediation by prestige for perceived CSR and identification, more research is necessary to analyze the distinctiveness and salience community of the out-group. In sum, social identity theory offers a theoretical account for several employee-related attitudes and behaviors as well as for other archetypes of theoretical account that should be incorporated into a rich theory in future micro-CSR research. The three theories of identification, third-party fairness perception and meaningfulness are not mutually exclusive but compatible.

In addition to this, the findings pointed to a promising line for future research Clarity, and we recommend that future research should incorporate studies from at least two different methodological paradigms, for instance, rating of companies' CSR by professionals as well as assessing the CSR perception on the individual level in the future. Thus, we will be able to answer the following research question: Do the CSR ratings on the company level correspond to CSR perceptions of the individuals? This will also respond to other research questions, such as whether or not CSR initiatives will be seen as a form of whitewashing

by employees, given that if expectations are not met, the outcome is likely to be organizational cynicism (Gaudêncio et al., 2017; Yeo & Carter, 2018).

Practical Recommendations

Summing up, we make three broad conclusions about how this meta-analysis might be helpful in practice. First, corporate social issues should be communicated to companies' employees. To enhance identification, commitment, job satisfaction, and OCB, the CSR communication strategy should refer primarily to the central working mechanisms of social identity theory, emphasizing the differences between the CSR engagements and the CSR engagements of other companies. We have realized that the perception of CSR benefits employees, as supported by the meta-analysis outcome. The current research proposes that a mere change in the employees' CSR perceptions, such as awareness or salience of CSR, will have a positive relationship with attitudes and citizenship behaviors regarding employees. Companies can use several communication channels: the intranet, the newspaper, the board, e-mail, meetings, and social networks.

Second, it is proposed that employees be engaged in CSR. This will improve the perceived importance of the job (Lee et al., 2020), a degree to which impact of the job on others (Rauch, 2024). In this way, Employees are aware that through CSR, they can contribute to a more significant cause (Bode et al., 2015), which fulfills their existential need for Meaning (Alshukri et al., 2024; Ohlrich, 2011). Hence, employees should be allowed to develop or propose a CSR program.

Third, the investigation shows that CSR initiatives appear to give the best outcomes in terms of employees when multiple objectives of CSR are undertaken. We recommend that firms carry out praiseworthy CSR initiatives and go for CSR more than once by integrating people, planet and profit into their CSR approach. As Table 5 illustrates, analyzing the closer relationship between the two mentioned societal foci of CSR, the effect sizes of CSR on the investigated outcomes characterized by the dependent variable differ concerning the kind of CSR focus, which relates to the people-employee or the people-society. Organizational attractiveness is

more positively associated with employee-oriented CSR, while job satisfaction is more attributable to people-society CSR. In line with fairness, we suggest that the initiatives targeting society and the employees are equalized so that CSR is not seen as unfair to the employees (Hansen et al., 2011; Santhosh & Baral, 2015).

Conclusion

Specifically, the present meta-analysis analyzed data from 132 articles and 143 studies to synthesize the overall effect of CSR on multiple types of employee outcomes. This research integration shows that CSR substantially impacts organizational perceptions and CNBs, where the studies identified sizeable mean effect size in such aspects as identification, engagement, attractiveness, turnover intentions, commitment, job satisfaction and OCB. Pointedly, CSR activities that highlight the social element (people-oriented) or have multiple emphases (people, planet, profit) generally return the highest degrees of influence on these employment-related outcomes, evidencing the massive involvement of extensive CSR brands.

- The analysis of the results of the current study underlines the significance of communication of CSR activities to employees. In this sense, companies can reinforce CSR benefits to the organization by guaranteeing that their employees are aware and involved with the firm's CSR activities, responsibilities and performance. This strategy is about two things: 'Do good and talk about it' – with your employees, as the saying goes. Successful CSR communication also enhances organizational climate, employees' satisfaction, and identification, thus making employees more committed to organizational objectives and mission. This brings out one of the strategic issues that the management of organizations should consider while implementing CSR activities to get the most internal benefits

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