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The Influence of Corporate Social Responsibility on Work Engagement:
A Systematic Literature Review

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Abstract: In the last two decades CSR research has shifted from macro-level to micro-level CSR. Especially, employee level outcomes, such as work engagement are investigated. More recently, the underlying mechanisms and boundary conditions in this relationship are re-searched. Thus, this paper conducts a systematic literature review to synthesize prior research and to contribute to the understanding of the impact of perceived CSR on work engagement. As a result, 20 different mediators and nine different moderators in the relationship have been identified. Among the mediators are organizational identification, organizational commitment, and organizational justice. Among the moderators are moral identity, and collectivism.

Keywords: Corporate social responsibility, CSR, Work engagement, Employee engagement, systematic literature review

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1. Introduction

The role and responsibilities of companies in society are frequently discussed in the media as well as among scholars: especially regarding companies' responsibilities towards climate change and the environment, but also towards their community, employees, and other stakeholders. As a result, many companies developed corporate social responsibility (CSR) action plans and policies. Moreover, rating criteria beyond financial key figures have been completed by environmental, social and governance criteria to assess companies' efforts in this regard.

Scholars in the field of CSR research companies' CSR activities through various perspectives (Aguinis and Glavas 2012). As part of these researches, scholars identified predictors/motivations of companies to engage in CSR, the outcomes of those activities, and the underlying mechanisms and boundary conditions that explain the relationships between CSR activities and their outcomes (Aguinis and Glavas 2012). Since this research field is vast, the CSR literature has been very fragmented for some time, which was the motivation for some previous review papers in the field. Accordingly, Aguinis et al. (2012) presented a comprehensive literature review. One of the main take-aways of this review was the underrepresentation of research towards the impact of CSR activities on individuals (micro-level CSR). Only four percent of the articles covered this research stream (Aguinis and Glavas 2012 et seqq.). Most articles about CSR focus on the organizational level of CSR activities (macro-level CSR). Many scholars took this call for more micro-level CSR research and Glavas (2016b) and Gond et al. (2017) were able to present literature reviews on micro-level CSR literature accordingly. These reviews highlight different aspects of micro-level CSR research. Specifically, the underlying mechanisms and boundary conditions that explain the influence of CSR activities on outcomes of these activities (Glavas 2016b) and the antecedents of CSR-engagement (Gond et al. 2017). These are just a few examples among many other reviews in the field of CSR (Podgorodnichenko, Edgar, and Akmal 2022).

As described, CSR research is divided into two major fields: micro- and macro-CSR. Gond et al. (2017) identified only a few articles regarding the influence of CSR activities on work engagement (WE). WE is defined as an employee's attitude often referred to as "a positive, fulfilling, work related state of mind that is characterized by vigour, dedication, and absorption" (Schaufeli et al. 2002). WE is an important indicator for companies, since it predicts desired employee outcomes, and organizational success (Saks 2006). Simultaneously, a lack in engagement or even disengagement among employees, especially among the American workforce has been reported (Saks 2006) making it a pressing issue.

Glavas (2016b), in his review called for more research regarding the underlying mechanisms and boundary conditions that guide the relationships between CSR activities and their individual level outcomes. Ever since scholars followed the call for more research on mediators and moderators in the relationship between CSR activities and individual level outcomes, such as WE (Zulfiqar et al. 2019; van Dick et al. 2020). Building on the mentioned reviews, this thesis is developed to contribute to the understanding of underlying mechanisms and boundary conditions of CSR activities and certain individual level outcomes. In specific, the influence of CSR on employees' WE is researched through a systematic literature review (SLR).

This SLR is guided by the following research questions: How does employees' perception of CSR influence their WE? What are the mediating factors connecting perceived CSR and WE? Which factors moderate the relationship between perceived CSR and WE? As a result, the micro foundations of the relationship between perceived CSR and WE are presented. The paper contributes to the micro-CSR literature by synthesizing and reporting all tested factors involved in the relationship between perceived CSR and WE. This allows scholars to grasp a quick overview of state-of-the-art research in the relationship between the two variables, and to identify gaps in the research. Moreover, it simplifies the development of research models.

The first chapter presents the motivation for the research, the method applied to conduct it

and the research questions. Chapter two and three present the CSR and WE concepts, as well as their measurement. In chapter four the applied methodology in this review is described. Chapter five presents the insights from the review and in chapter six the limitations and conclusions of this review are given.

2. Corporate Social Responsibility

The concept of CSR has its origins in the 1800s, although its emphasis back then was different from today's (Carroll 2009). Nevertheless, Carroll (2009) states that Howard R. Bowen's (1953) book "Social Responsibilities of the Businessman" marks the beginning of modern literature on the topic. Since then, the concept has been shaped by numerous scholars and can be reviewed in Carroll's (2009) book chapter "A History of Corporate Social Responsibility: Concepts and Practices". Carroll is among those scholars who shaped CSR literature (Sarkar and Searcy 2016). The author defined: "The social responsibility of business encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time" (Carroll 1979). In 1991 Carroll revisited his CSR concept and introduced the pyramid of CSR into the CSR literature. At the bottom of the pyramid are corporations' economic responsibilities, philanthropic responsibilities are at the top (Carroll 1991 et seqq.). The economic responsibility of a company is the core component of CSR. Its principle is to produce goods and services for consumers while seeking profit maximization. The next category in the pyramid is the legal responsibility coexisting with the economic responsibility and demands corporations to comply with the law as this partially represents the "social contract" (Carroll 1991 et seqq.) between business and society. The third layer of the pyramid shows the ethical responsibilities of corporations. This comprises of norms, standards, and expectations which reflect the values of society and concerns of stakeholders such as employees, consumers, shareholders, the community, and the environment. These responsibilities have not found their way into law yet but reflect the obligation to do right, just, and fair while avoiding

harm as being part of the “social contract” (Carroll 1991 et seqq.). Lastly the philanthropic responsibility of a company is to be a good corporate citizen, including the contribution of resources to society and the improvement of quality of life. Contrary to the ethical responsibilities, the philanthropic contributions of companies are not demanded by societal members. These contributions are desired, but not engaging in philanthropy is not considered unethical.

CSR is also defined “as context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis 2011). Clearly, the emphasis in this definition is on actions taken by corporations. Moreover, the definition reflects the focus that had developed in CSR literature towards stakeholders and the three key pillars of sustainability (economic, social, and environmental). This development has been recognized by Sarkar et al. (2016) who further developed the sustainability dimension of CSR by considering future generations and therefore the long-term perspective. In the authors’ attempt to synthesize CSR definitions, 110 definitions since 1953 were found (Sarkar and Searcy 2016). This demonstrates that, until today, no common definition has been agreed on.

As a result of the definition review Sarkar et al. (2016) proposed the following definition: “CSR implies that firms must foremost assume their core economic responsibility and voluntarily go beyond legal minimums so that they are ethical in all of their activities and that they take into account the impact of their actions on stakeholders in society, while simultaneously contributing to global sustainability.”

In conclusion, the CSR concept is very heterogenous and therefore difficult to synthesize. Nevertheless, some dimensions are common across the various definitions. Among those are the economic, legal, and ethical responsibilities. Moreover, the long-term perspective through sustainability practices and the voluntary aspect of CSR efforts are important components.

2.1 Internal and External CSR

Considering the broader concept of CSR described above and its respective dimensions, CSR actions and policies can be divided into internal and external activities. Internal activities are those that are directed at internal stakeholders (employees) and external activities are those directed at external stakeholders such as the community (Brammer, Millington, and Rayton 2007). This approach was introduced by Brammer et al. in 2007 and was since then applied in CSR research to better investigate the impact of CSR activities on different stakeholders.

Mory et al. (2016) define “internal CSR as socially responsible behaviour by a company towards its employees.” The authors state that among the internal CSR (ICSR) factors are a positive working environment, fostering employment stability, skills development, work-life balance, empowerment, tangible employee involvement and workforce diversity.

External CSR (ECSR), on the other hand, refers activities directed to external stakeholders. Among those are the community, the natural environment, next generations, and non-governmental organizations, as well as the government and customers (Turker 2009). External stakeholders can be designated through corporate philanthropy, corporate volunteerism, and environmental protection (Al-bdour, Nasruddin, and Lin 2010), as well as activism, community development programs, and economic development efforts (Rupp and Mallory 2015).

To sum up, internal and external CSR are actions and policies developed through the lens of stakeholder theory, meaning that companies develop and execute different actions and policies to address concerns of stakeholders outside and inside the corporation.

2.2 Measuring micro-level CSR research

In the micro-CSR literature, no consistent measuring scale is applied. Scholars vary between many different scales. To mention a few, Turker (2009) developed a scale addressing ICSR as well as ECSR activities; Mory et al. (2016) developed a scale addressing only ICSR and Brammer et al. (2007) developed a one-item scale addressing ECSR. All these scales measure the

perception of CSR. According to Glavas (2016), if one intends to adequately measure CSR outcomes on a micro level, one needs to measure the perception of CSR, as employee's embeddedness in CSR varies, their perception in turn will vary. Accordingly, the influence on certain employee outcomes, such as WE can be measured.

3. Work Engagement

Employee Engagement is a relatively new concept (Sun and Bunchapattanasakda 2019; Saks 2006) that was first introduced by Khan (1990) (Sun and Bunchapattanasakda 2019). The author defines engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn 1990). To experience engagement, Khan (1990) identifies three psychological conditions that need to be met. Those are meaningfulness, safety, and availability (Kahn 1990 et seqq.). Psychological meaningfulness (PM) is the sense of return on investment of oneself through experienced physical, emotional, and cognitive energy. Psychological safety (PS) in the author's regard is the sense of one being able to pursue his/her job without fearing negative consequences to self-image, career, or status. And psychological availability (PA) is the feeling of one to possess the physical, psychological, and emotional resources necessary to invest oneself in role performances.

Nevertheless, today many scholars refer to Schaufeli et al.'s (2002) earlier mentioned definition who characterize WE "...by vigour, dedication, and absorption." (Schaufeli et al. 2002). Vigor is a state of being that is marked by high levels of energy and mental resilience when working, the willingness to invest effort in one's work, and the ability to persist through challenges (Schaufeli et al. 2002 et seqq.). Dedication in the authors' regard is marked by a feeling of significance, inspiration, enthusiasm, pride, and a desire for challenge. And absorption is a state of being fully focused and deeply engaged in one's work, where time seems to fly by, and it becomes difficult to disengage from work.

The findings of the present thesis confirm that Schaufeli's et al. (2002) definition is commonly used, as most of the analyzed studies applied this definition as well as their proposed scale to measure WE. WE is measured as a perception of the employee surveyed.

4. Methodology

There are many different types of SLRs such as scoping review, meta-study, and framework synthesis (Xiao and Watson 2019 et seqq.). All of them involve three main parts. These are the planning, conducting, and reporting stage. During planning stage, the research need is identified, research question/s are specified, and a review protocol is developed. In the conducting stage primary studies are identified, selected to extract, analyze, and synthesize data. Lastly, in the reporting stage, findings are reported through writing and illustrations such as graphs and tables.

This SLR consists of eight steps as proposed by Xiao et al. (2019): formulating the research problem, developing and validating a review protocol, searching literature, screening for inclusion, assessing quality, extracting data, analyzing and synthesizing data, and reporting findings.

Firstly, the research need was identified based on which the research questions were developed. To avoid the mistake of formulating too broad research questions (Xiao and Watson 2019), initial research on CSR and its employee level outcomes was conducted. This revealed the influence of CSR on WE as a promising and relevant subtopic in micro-level CSR literature. The research questions developed accordingly are: how does employees' perception of CSR influence their work engagement? Including two sub questions: what are the mediating factors connecting perceived CSR and WE? And which factors moderate the relationship between perceived CSR and WE? These research questions build on the reviews of Glavas (2016b) and Gond et al. (2017) to further contribute to the understanding of micro-level CSR, specifically to better understand the micro foundations and boundary conditions that explain the relationship between CSR and WE.

In the next step the research protocol was developed. It contains the research questions, purpose of the study, search strategies, inclusion criteria, quality assessment criteria and screening procedures, strategies for data extraction, synthesis, and reporting, see review protocol in appendix, figure 2.

EBSCOhost (Nova SBE Discovery) and Web of Science were selected as databases to identify appropriate literature. These databases are commonly used, also in CSR reviews (Podgorodnichenko, Edgar, and Akmal 2022; Demasi 2022). Moreover, backward searching was applied to identify relevant articles, as of Xiao et al.'s (2019) suggestion to use two search strategies. The Boolean search technique was applied. One keyword group was CSR containing: "CSR" OR "corporate social responsibility" OR "socially responsible" OR "corporate citizenship" OR "corporate social performance" and the other key word group was WE containing: "employee engagement" OR "work engage*" OR "job engage*". As for the EBSCOhost database, the keywords were searched in titles and abstracts of the articles. In the Web of Science database, the search option "Topic" was selected searching articles' title, abstract and keywords. The searches revealed 918 possible articles (see appendix figure 3). To ensure quality and accessibility of the articles, only peer-reviewed and online, through the subscriptions of Nova SBE, accessible articles were considered. Moreover, inclusion was limited to publications in English. The date range was not limited. This ended in 335 possible articles (see appendix figure 3). Further inclusion criteria were quantitative studies only, perception of CSR measured and self-reported to follow Galvas (2016b) suggestion. Furthermore, the study needed to be conducted within for-profit corporations to allow synthesis of the findings.

The screening was executed in three stages: (1) title screening, (2) abstract screening, and (3) full text screening. In the first stage the titles were screened and assessed against the above listed inclusion criteria. Furthermore, articles were excluded when they obviously focused on

something else than CSR and WE. In the second stage, articles were excluded when their abstract showed they did not consider CSR and WE together or when they did not consider the influence of perceived CSR on WE or a moderator/mediator of this relationship. In the third stage the same criteria for inclusion/exclusion as in stage one and two were applied, considering full text. When in doubt, the article was taken to the next screening stage, to ensure every article relevant to the research question was considered. The same screening procedure was applied to the articles identified through backward searching. Overall, 44 articles were considered for data extraction (see appendix figure 3 for the whole screening process).

The extracted data was captured in a table. This table contains the author/s name, the journal, the publication date, the CSR measuring scale, the WE measuring scale, the mediator/s, moderator/s and the key findings, as well as some broad sample descriptions (age, gender and employee type). Moreover, the industry and region where the study was conducted were captured. A shortened version of the table can be found in the appendix of this thesis, figure 4.

As for the reporting of the findings a combination of textual description and illustrations were chosen.

5. Findings

In the following part of this thesis the findings are presented, focusing on the mediators and moderators of the relationship between perceived CSR and WE.

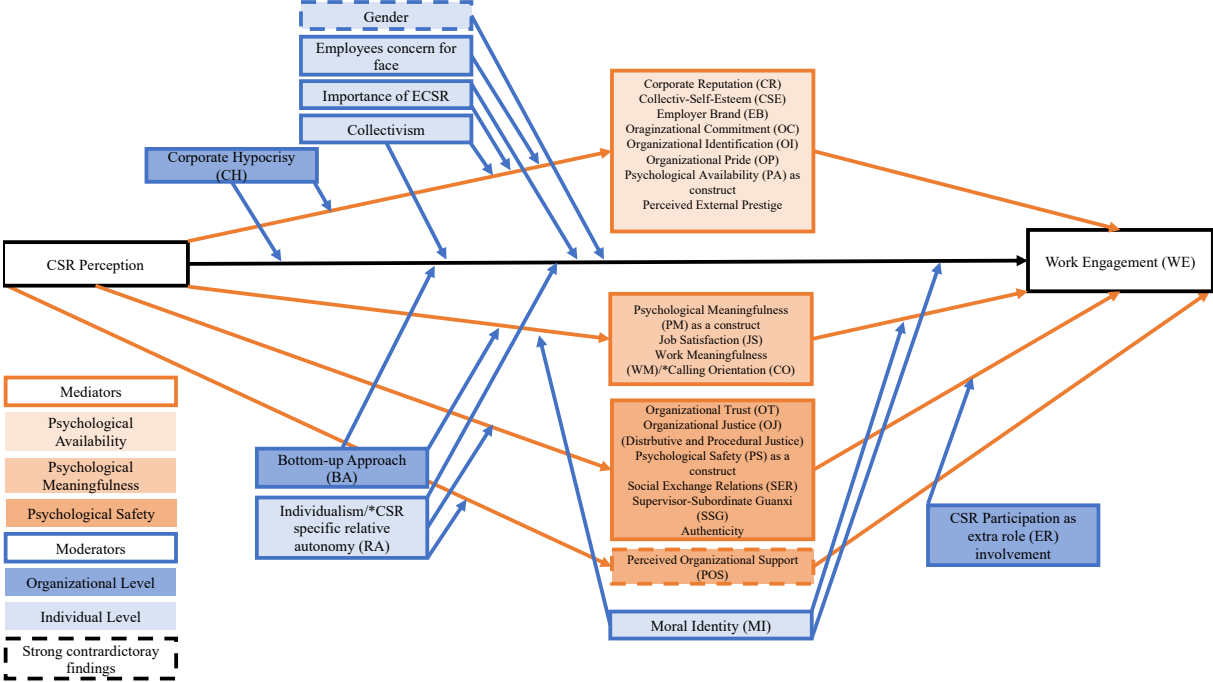
5.1 Direct Influence of CSR on WE

The influence of perceived CSR on WE is vastly researched, as the 44 identified studies in this SLR demonstrate (see appendix figure 3 and 4). Mostly, social identity theory and social exchange theory or a combination of these were used to explain the mechanisms in the relationship between the two variables. Another prominent theory was engagement theory.

The great majority (37 out of 44) of the studies found a positive and significant influence of perceived CSR on WE (see appendix figure 4 et seqq.). 14 studies measured perceived CSR as

a whole (internal and external CSR together). Six studies investigated perceived ICSR and ECSR dimensions' influence on WE separately. Eight studies investigated perceived ICSR dimensions on WE and nine studies investigated perceived ECSR dimensions on WE. One study did not test the direct influence of perceived CSR on WE.

Figure 1: Mediators and moderators in the relationship between perceived CSR and WE



Source: own illustration

The remaining six studies found no significant influence of perceived CSR on WE in parts. In specific, Chaudhary (2017) did not find perceived CSR towards social and non-social stakeholders to influence WE. Lin (2010) did not find perceived ethical CSR to be influencing WE. Manimegalai et al. (2018) did not find perceived CSR towards customers, the environment, and the community to be influencing WE. McNamara et al. (2017) did not find perceived ICSR to be influencing WE. Moreover, the authors did not find perceived ECSR to be influencing WE in developing countries. Park et al. (2018) did not find perceived CSR towards the environment and the community to be influencing WE. Saad et al. (2021) did not find perceived CSR towards customers to be influencing any dimension of WE (emotional, behavioral, and cognitive engagement) significantly. Moreover, the authors did not find perceived CSR towards society to

influence emotional engagement and perceived CSR towards employees to influence cognitive and behavioral engagement.

Mainly, the mentioned studies did not find perceived ECSR to be influencing WE. Except for McNamara et al. (2017), whose study was conducted across countries. The authors' focus was to highlight cultural context. Nevertheless, the authors used only one-item to measure perceived ICSR and ECSR. Making it diagnostically less conclusive in comparison to other studies that used Turker's (2009) 17-item scale, for example. Two of the remaining studies were conducted in India, one in Taiwan, one in South Korea and one in Egypt. Both studies conducted in India found parts of perceived ECSR not to influence WE (Chaudhary 2017; Manimegalai and Baral 2018). Chaudhary (2017) conducted their study across industries while Manimegalai et al. (2018) limited it to the manufacturing industry. Chaudhary (2019) also conducted his study in the Indian manufacturing industry, but among managers, instead of managerial and non-managerial employees like Manimegalai et al. (2018). The author measured perceived CSR as a whole and found a significant and positive influence on WE. Furthermore, Soni et al. (2019 and 2020) found perceived ICSR and ECSR to be influencing WE positively and significantly. Those studies were conducted in the Indian banking industry. Like Chaudhary (2017) only managerial employees were considered. Leading to the assumption that industrial context influences the impact of perceived ECSR on WE. More generally viewed, the influence of perceived CSR on WE seems to be less validated in developing countries, at least for the influence of perceived ECSR. Nevertheless, most of the studies were conducted in developing countries competing with these findings. It is however rare that nuanced studies, in which different dimensions of CSR and their influence on WE are researched. This might explain the differences in the findings.

5.2 Mediators

Figure one of this thesis shows the mediators categorized by the psychological conditions

of Khan (1990), to support the understanding on how the mediators contribute to WE.

Turning to the different categories and their assigned mediators: certain mediators are discussed in more detail to broaden the understanding and discuss ambivalent findings. The abbreviations used in the following chapters are found in figure one of this thesis or in the list of abbreviations in the appendix.

5.2.1 Psychological Availability

The sense of capability to drive physical, intellectual, and emotional energies into one's work, is the experiential component of Khan's (1990) PA condition. In this regard several mediators are identified that contribute to this feeling of being available and thus influence WE. Among these factors are organizational identification (OI) (van Dick et al. 2020; Gürlek and Tuna 2019; Zulfiqar et al. 2019; Chang, Hu, and Lin 2021; Esmaeelinezhad, Singaravelloo, and Boerhannoeddin 2015; Ahmad and Islam 2018), organizational pride (OP) (Jia et al. 2019), organizational commitment (OC) (Zientara, Kujawski, and Bohdanowicz-Godfrey 2015; Svergun and Fairlie 2020; Tahlil Azim 2016), collective self-esteem (CSE) (Gao, Zhang, and Huo 2018), PA as a construct (Chaudhary 2019), corporate reputation (CR) (Imran Ali, Khan, and Rehman 2013), employer brand (EB) (Hosseini et al. 2022), and perceived external prestige (PEP) (Gürlek and Tuna 2019).

OI is the feeling of togetherness or belongingness of someone who is part of an organization (Zulfiqar et al. 2019; van Dick et al. 2020). It occurs when values of a member of an organization (i.e. an employee) correspond to those of his/her organization (Chang, Hu, and Lin 2021).

The mediation effect of OI in the relationship between perceived CSR and WE unpacks as follows: the perception of CSR positively influences OI and OI positively influences WE.

The six studies that tested OI as a mediator consistently found a positive and significant partially mediating effect. This means that perceived CSR has a direct and an indirect influence

on WE. A full mediation would mean that the influence of perceived CSR on WE is fully explained by the influence perceived CSR has on OI and OI has on WE.

Whereas Chang et al. (2021) and Zulfiqar et al. (2019) tested the effect of perceived ICSR on OI and WE, Gürlek et al. (2019) and Ahmad et al. (2018) investigated the effect of perceived CSR as a whole on OI and WE and van Dick et al. (2020) conducted their research on the influence of perceived ECSR on OI and WE. Esmaeelinezhad et al. (2015) investigated the mediating effect of OI between perceived ICSR and ECSR and WE separately. This strengthens the findings, as both types of CSR activities were separately and together found to be influential. The studies were conducted in Turkey (Gürlek and Tuna 2019), Taiwan (Chang, Hu, and Lin 2021), Pakistan (Zulfiqar et al. 2019), Germany (van Dick et al. 2020), Pakistan (Ahmad and Islam 2018), and Iran (Esmaeelinezhad, Singaravelloo, and Boerhannoeddin 2015) of which the first three focused on the hotel, hospital, and bank industry, the fourth one by van Dick et al. (2020) was across industries, the one by Ahmad et al. (2018) in higher education and the last one did not name the industry. Except for the hospital study, surveying only professional medical staff, and the study in higher education, surveying only full-time faculty members, the other studies surveyed managerial as well as non-managerial employees. Gender and age of the participants was across the spectrum. Esmaeelinezhad et al.'s (2015) study lacks information.

In conclusion, the mediating effect of OI was found significant and positive across the studies, in ICSR, as well as ECSR perceptions (van Dick et al. 2020; Gürlek and Tuna 2019; Zulfiqar et al. 2019; Chang, Hu, and Lin 2021). Moreover, developed as well as developing countries were studied, allowing to generalize the findings, although Esmaeelinezhad et al.'s (2015) study misses information on the sample and is therefore viewed with caution.

5.2.2 Psychological Meaningfulness

The sense of being worthwhile and valuable and/or feeling that one can give to and receive from work and others in the work context are the experiential components of Khan's (1990)

PM condition. In this regard, several mediators are identified that reflect the feeling of being meaningful and therefore influence WE. These are job satisfaction (JS) (Svergun and Fairlie 2020; Tahlil et al. 2014; Lu et al. 2020; Zientara, Kujawski, and Bohdanowicz-Godfrey 2015), PM as a construct (Chaudhary 2019), calling orientation (CO) (Cunha, Proença, and Ferreira 2022), and work meaningfulness (WM) (Arshad and Mehmood 2021; Cunha, Proença, and Ferreira 2022; Afsar, Al-Ghazali, and Umrani 2020).

JS is a pleasant or positive emotional state arising from the evaluation of one's professional experiences (Lu et al. 2020). The JS experience is shaped by all work-related physiognomies (Lu et al. 2020). Four studies identified and tested JS as a mediator in the relationship between perceived CSR and WE (see appendix figure 4). Three of these studies found a positive and significant mediation effect of JS (Svergun and Fairlie 2020; Tahlil et al. 2014; Lu et al. 2020), whereas Zientara et al. (2015) did not find JS to influence WE. Contrary to the other studies the authors tested the influence of perceived ICSR and ECSR on JS separately and found perceived ECSR, but not ICSR to have a positive and significant influence on JS. Furthermore, the authors tested the mediation effect, not in a combined statistical model, but tested each path from perceived ICSR and ECSR to JS and from JS to WE by itself. The study was conducted in Poland in the hotel sector and considered only non-managerial, low-ranking employees. Lu et al. (2020) and Svergun et al. (2020) found a partially mediating effect of JS. Both studies found a direct influence of perceived CSR on WE, as well as an indirect influence through JS. Lu et al. (2020) conducted their study in Pakistan in the pharmaceutical industry and Svergun et al. (2020) conducted their study in Canada in the consulting industry. The participants in the study of Svergun et al. (2020) were mainly females (70%). In opposite the study of Tahlil et al. (2014) was male dominated (73.7%), as it was conducted in Saudi Arabia, where mainly males work (Tahlil et al. 2014). The authors found JS to be fully mediating the relationship between perceived ECSR and WE. Tahlil et al. (2014) conducted their study in the banking sector. As for the employee

groups investigated, Lu et al. (2020) and Svergun et al. (2020) surveyed managerial and non-managerial employees, whereas there was no data available for the study of Tahlil et al. (2014).

In conclusion, the findings of the studies are contradictory. Although the majority finds JS to be a mediating factor, there might be differences in the effect that ICSR and ECSR have. Moreover, the country context seems to influence the mediating effect of JS, supported by the fact that the study in Poland did not find a mediating effect of JS.

The other studies conducted in this category are very similar to one another and will therefore be discussed together. Cunha et al. (2022) researched meaningfulness at work and calling orientation together. The authors describe meaningfulness as the created amount of purpose and meaning that comes from an ongoing experience that has value to a person. The other three studies refer to Khan (1990), who describes WM in addition to the experienced worth of a person, as feeling useful and valued as though a person would make a difference, while not being taken for granted. CO is one of three types of work orientation that drive meaningfulness (Cunha, Proença, and Ferreira 2022 et seqq.). Individuals who have CO need their jobs for fulfilment. For those people, work is a way to contribute to the greater good and make the world a better place. Cunha et al. (2022) found a sequential mediating effect of CO and WM. Meaning that perceived CSR and CO together impact WM which in turn impacts WE. The study did not find a direct impact of perceived CSR on WM, and therefore no mediation effect in the absence of CO. Contrary, Afsar et al. (2020), Arshad et al. (2021), and Chaudhary (2019) found WM to be mediating the connection between perceived CSR and WE directly. Although only the latter found a full mediation effect. Arshad et al. (2021) investigated the impact of perceived ECSR on WE, whereas the other studies measured perceived CSR as a whole. The three studies used Turker's (2009) 17-item scale. Cunha et al. (2022) conducted their study across nations, but mainly in Portugal (43.8% of participants), whereas Afsar et al. (2020) and Arshad et al. (2021) conducted their study in Pakistan only. Chaudhary (2019) conducted his study in India across

both, the public and private sector of manufacturing and service organizations. The other studies researched across industries. Gender and age were across the spectrum in each study. Cunha et al. (2022) and Afsar et al. (2020) did not mention the type of employees investigated, whereas Chaudhary (2019) considered junior, middle and senior level managers, and Arshad et al. (2021) both types of employees, managerial and non-managerial ones.

In summary, WM has mainly been proven to be a mediator between perceived CSR and WE, but the direct effect of perceived CSR on WM has not been found in each study. This needs to be especially emphasized as Cunha et al. (2022) conducted their study across countries. The relationship between perceived CSR and WE via meaningfulness might be more complex than assumed in the literature.

5.2.3 Psychological Safety

The feeling that situations are trustworthy, predictable, secure, and clear in their behavioral consequences are the experiential components that Khan (1990) associates with PS. In this regard several investigated factors are identified that reflect the elements that create social systems in which situations occur that are more or less predictable, consistent and nonthreatening. Among these investigated factors are: authenticity (Glavas 2016a), organizational trust (OT) (Rasheed Memon et al. 2020; Lin 2010; Soni and Mehta 2020; Manimegalai and Baral 2018), organizational justice (OJ) (Farid et al. 2019; Lu et al. 2020), perceived organizational support (POS) (Jia et al. 2019; Glavas 2016a), PS as a construct (Chaudhary 2019), social exchange relationships (SER) (Lee 2022), and supervisor-subordinate guanxi (personal relationship between supervisors and subordinates) (Li and Pang 2022).

Except for OT and POS, all investigated factors consistently showed positive and significant mediating effects between perceived CSR and WE. Thus, only OT and POS are discussed.

Mayer et al. (1995) et seqq. define trust as the willingness of one party to take a risk and be vulnerable to the actions of another party, based on the expectation that the other party will

carry out a certain important action for the trustor. This willingness to trust remains intact, irrespective of the trustor's ability to monitor or control the actions of the other party. In terms of OT, this means that an employee is willing to be vulnerable to the actions and policies of his/her organization (Lin 2010).

Four studies investigated OT as a mediator. Rasheed et al. (2020), as well as Soni et al. (2020) investigated the mediation effect of OT in the relationship between perceived ICSR and WE. Consistently they found a positive and significant mediation effect of OT. Rasheed et al. (2020) conducted their study in Pakistan in the FMCG and telecom industry, considering managerial and non-managerial employees together. Age of the participants was across the spectrum; the sample was male dominated. Similarly, male participants were dominant in the sample of Soni et al. (2020), but their study was conducted in India in the banking industry. Soni et al. (2020) investigated managerial employees only. Age of the participants was across the spectrum. Manimegalai et al. (2018) investigated perceived ICSR as well as ECSR and its effects on WE through OT. The authors found a positive and significant mediating effect of OT between perceived ICSR and WE, but not between perceived ECSR and WE. The authors' study was conducted in South India in the manufacturing industry and considered both managerial and non-managerial employees together. Age of the participants was across the spectrum and the sample was strongly male dominated (94.4% males). Lin (2010) also found OT to be mediating the relationship between perceived CSR and WE. In contrast to the other studies, the author found not just the ICSR dimension, but also ECSR dimensions such as ethical and discretionary CSR activities to be influencing OT. The study was conducted in Northern Taiwan across industries. Contrary to the other studies, male and female participants were more or less equally distributed. Participants represented all age groups and managerial, as well as non-managerial employees were considered together.

The findings support OT as a mediator between perceived ICSR and WE, at least in developing countries, in India and Asian regions of the world. Concerning the mediating effect between perceived ECSR and WE, the findings are ambivalent, although one explanation could be that males are less likely to be affected by perceived ECSR, since Manimegalai et al.'s (2018) sample was male dominated.

POS can be defined as the sense of an employee to receive support by his/her organization (Jia et al. 2019). Two studies investigated POS as a mediator. Jia et al. (2019) conducted their study on the relationship between perceived ICSR and WE and found a partially positive and significant mediating effect of POS. The authors conducted their study in China across industries and considered gender, as well as age more or less equally across the spectrum. In contrast, Glavas (2016a) conducted their study in the USA in the professional service firms' industry. The participants were managerial as well as non-managerial employees. Age and gender were more or less equally distributed among the sample. Glavas (2016a) found no mediating effect of POS. The author considered perceived CSR as a whole.

The findings suggest that the cultural context influences the effects that perceived CSR has on POS and in turn on WE. However, industry could be an influential factor in this relationship.

5.3 Moderators

The factors that moderate the relationship between perceived CSR and WE are divided into individual and organizational level moderators.

5.3.1 Individual Level Moderators

The individual level moderators are factors that derive from individual differences. Overall, nine different factors have been investigated. Those are: age (Nyuur et al. 2022), collectivism (Jia et al. 2019; Lu et al. 2020; Zulfiqar et al. 2019), individualism (Jia et al. 2019; Rupp et al. 2018), employees' concern for face (Gao, Zhang, and Huo 2018), importance of CSR (van Dick

et al. 2020; McNamara et al. 2017), incremental morality beliefs (IMB) and moral identity centrality (MIC) (Afsar, Al-Ghazali, and Umrani 2020), gender (Farrukh et al. 2020; Chaudhary 2017), and moral identity (MI) (Arshad and Mehmood 2021).

Age was not found to be moderating the relationship between perceived CSR and WE (Nyuur et al. 2022). The authors conducted their study in Ghana across industries and divided age into five groups: 29 years old and younger, 30 to 39 years old, 40 to 49 years old, 50 to 59 years old as well as 60 years old and above.

Employees' concern for face can be defined as the need of someone to be socially accepted by others (Gao, Zhang, and Huo 2018 et seqq.). It was found that the higher employees concern for face was, the higher were the positive effects of perceived CSR on CSE. Although this was only true for perceived CSR dimensions: employee, environment, community, and ethics and CSE. It was not found between the CSR dimensions: customer, and legal and CSE. The study was conducted in China, with gender and age represented more or less equally.

MI can be defined as the extent to which an individual's self-concept is closely tied to morality or the act of being moral. In this regard, Arshad et al. (2021) found that the higher the MI, the higher the impact of perceived ECSR on WE. Equally MI moderates the relationship between perceived ECSR and WM and between WM and WE. Afsar et al. (2020) divided MI into IMB and MIC and investigated their moderation effect between perceived CSR as a whole and WM and WE. Individuals with IMB tend to have a malleable MI, which evolves over time and are receptive to change (Afsar, Al-Ghazali, and Umrani 2020 et seqq.). On the other hand, individuals with MIC tend to have a fixed MI not changing over time being more conservative and status quo oriented. The authors found that IMB, when being high strengthened the relationship between perceived CSR and WM and WE, especially when MIC was weak. Both studies were conducted in Pakistan across industries. Age and gender were distributed more or less

equally. Arshad et al. (2021) considered both managerial and non-managerial employees together. Afsar et al. (2020) did not specifically mention the employee groups surveyed.

Gender as a moderator has contradictory findings. Farrukh et al. (2020), found the effect of perceived ECSR on WE stronger among females than among males, whereas Chaudhary (2017) did not find a moderating effect of gender. Farrukh et al. (2020), conducted their study in Pakistan across industries and considered managerial, as well as non-managerial employees together. Chaudhary (2017) conducted his study in India, also across industries, but only among managerial employees. Moreover, Farrukh et al. (2020) measured perceived ECSR on WE, whereas Chaudhary (2017) measured perceived ICSR and ECSR on WE separately.

Importance of CSR to employees describes the degree to which CSR activities matter to an individual (van Dick et al. 2020; McNamara et al. 2017). McNamara et al. (2017) found that higher valuing of ECSR would strengthen the relationship of perceived ECSR and WE, but only in developed countries, not in developing countries. The study was conducted across cultural and economic clusters, as well as across industries. In support of this finding, van Dick et al. (2020) found importance of CSR to strengthen the relationship between perceived ECSR and OI. OI was identified as a mediator between perceived ECSR and WE, confirming the indirect moderating effect of importance of CSR. Van Dick et al. (2020) conducted their study in Germany across industries.

Four studies investigated cultural differences by researching the moderating effects of individualism and collectivism (see appendix, figure 4). Collectivism values group connection, mutual obligation, and collective goals while individualism values independence, uniqueness, and self-development (Jia et al. 2019 et seqq.). Collectivism emphasizes group identity and overall results while individualism emphasizes individual interests and individual goal actualization. These belief systems can have significant impacts on individuals' attitudes, behavior, and mo-

tivation in the workplace. Jia et al. (2019) et seqq. found indirect moderating effects of collectivism in the relationship between perceived ECSR and WE through OP. When collectivism is high OP is higher resulting in higher WE. Moreover, the authors found that when individualism is high, POS is higher and therefore WE increases as well. Meaning that individualism is indirectly moderating the relationship between perceived ICSR and WE through POS. These findings are supported by the findings of Lu et al. (2020), who similarly found a moderating effect of collectivism in the relationship between perceived CSR and WE. In contrast, they investigated the direct moderating effect and measured perceived CSR as a whole. Moreover, the study of Jia et al. (2019) was conducted in China, across industries, whereas Lu et al. (2020) conducted their study in Pakistan in the pharmaceutical industry. In support of these findings, Rupp et al. (2018) found CSR specific relative autonomy (RA) in combination with individualism to be moderating the relationship between perceived CSR and WE. CSR specific RA describes the extent to which an individual's motivation to participate in CSR activities is intrinsic or extrinsic. High CSR specific RA reflects intrinsic motivation. Considering this, individuals who are individualistic, and who perceived CSR and CSR specific RA highly are more engaged in their work. Contrary to Jia et al. (2019) Zulfiqar et al. (2019) researched the moderating effect of collectivism in the relationship between perceived ICSR, instead of ECSR and WE through OI. The authors found those being higher in collectivism are higher in OI and OI therefore impacts WE stronger. The study was conducted in Pakistan in the banking industry. Nevertheless, it supports Jia et al. (2019) findings, that collectivistic oriented individuals are more likely to be proud of their organization, since OI and OP are similar constructs, but that the CSR perspective is different.

In summary, all studies conducted in the field of cultural differences found moderation effects, whereas their findings differ slightly perspective-wise. Rupp et al. (2018) findings are especially relevant since their study was conducted across industries and countries.

5.3.2 Organizational Level Moderators

The organizational level moderators are factors that derive from organizational differences. Overall, five different factors were investigated. Those are: bottom-up approach (BA) (Cunha, Proença, and Ferreira 2022), corporate hypocrisy (CH) (Chang, Hu, and Lin 2021), extra role (ER) involvement in CSR (Glavas 2016a), leader member exchange (LMX) (Rasheed Memon et al. 2020), and CSR specific RA (Rupp et al. 2018). CSR specific RA has already been discussed in the previous chapter as it only moderates the relationship between perceived CSR and WE in combination with individualism (Rupp et al. 2018).

Except for LMX every factor has been found to have moderating effects. In specific, Cunha et al. (2022) found that the higher the participation of employees in the creation of CSR initiatives, the higher their sensed WM is and in turn their WE. Meaning that BA is moderating the relationship between perceived CSR and WM directly and between perceived CSR and WE indirectly. The study was conducted across nations and industries. Gender, as well as age were more or less equally distributed among participants. Perceived CSR was measured as a whole.

CH, meaning an employees' belief that an organization pretends to be something that it is not moderates the relationship between perceived ICSR and WE directly as well as indirectly through OI (Chang, Hu, and Lin 2021 et seqq.). The higher the perceived CH, the lower the positive effect of perceived ICSR on OI and WE and vice versa. The Taiwanese study in public teaching hospitals was conducted among non-managerial medical staff. Gender and age were reasonably equally represented.

ER involvement in CSR, meaning that participation in CSR comes extra to the job responsibilities of an employee, negatively impacts the positive relationship between authenticity and WE (Glavas 2016a). The author tested authenticity as a mediator between perceived CSR and WE. The moderating effect of ER involvement in CSR is therefore indirect. The study was conducted in the USA in professional service firms' industry. Participants were managerial as

well as non-managerial employees. Gender and age were more or less equally distributed.

6. Limitations and Conclusion

This study, like all research papers, has certain limitations; the first one is its database being limited to findings in EBSCOhost and Web of Science. Despite applying backward searching in addition, it might be that not all potentially relevant studies were included. Furthermore, the study was limited to English language, peer-reviewed, and online through the subscriptions of Nova SBE accessible articles and therefore excluded grey literature and publications in other languages. Lastly, the search keywords and the filtering procedure possibly did not identify all relevant studies for this research topic.

In conclusion, this thesis presents the scientific contribution of the existing literature on the influence of perceived CSR on WE. The identified and examined literature was used to find underlying mechanisms and boundary conditions that explain the relationship between perceived CSR and WE. In specific, different mediators and moderators were discussed and categorized. Figure one illustrates these factors helping scholars to grasp a quick overview of the findings. These demonstrate strong evidence for a positive and significant direct and indirect influence of perceived CSR on WE.

Overall, 20 mediators and nine moderators have been identified. The category PA containing eight, the category PM containing four, and the category PS containing seven of the mediators. Among the most extensively researched mediators are OI, OC, JS, WM and OT. The other mediators are only studied in one or two studies. Among the moderators six are individual level and three are organizational level moderators. CSR as ER involvement and employees' concern for face have only been proven to have indirect moderating effects, whereas the other moderators were found to moderate the direct relationship between perceived CSR and WE, as well as the relationship between perceived CSR and a mediator.

Overall, there was only one longitudinal study. To gain better evidence for the mediating

and moderating effects of the identified factors longitudinal studies could be supportive. Moreover, gender and POS need further research to clarify the contradictory findings. This hold also true for WM, OT and JS. Other general observations are that most studies were conducted in developing countries calling for more studies in developed countries. Furthermore, more nuanced researched separating the ICSR and ECSR into further dimensions could be insightful, especially because the way perceived CSR is measured is not consistent.

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Appendix

List of abbreviations

Corporate social responsibility	CSR
Internal CSR	ICSR
External CSR	ECSR
Work engagement	WE
Systematic literature review	SLR
Psychological availability	PA
Psychological safety	PS
Psychological meaningfulness	PM
Corporate reputation	CR
Collective-self-esteem	CSE
Employer brand	EB
Organizational commitment	OC
Organizational identification	OI
Organizational pride	OP
Job satisfaction	JS
Work meaningfulness	WM
Calling orientation	CO
Organization trust	OT
Organizational justice	OJ
Social exchange relations	SER
Supervisor-subordinate guanxi	SSG
Perceived organizational support	POS
Moral identity	MI
Extra role	ER
Bottom-up approach	BA
Relative autonomy	RA
Corporate hypocrisy	CH

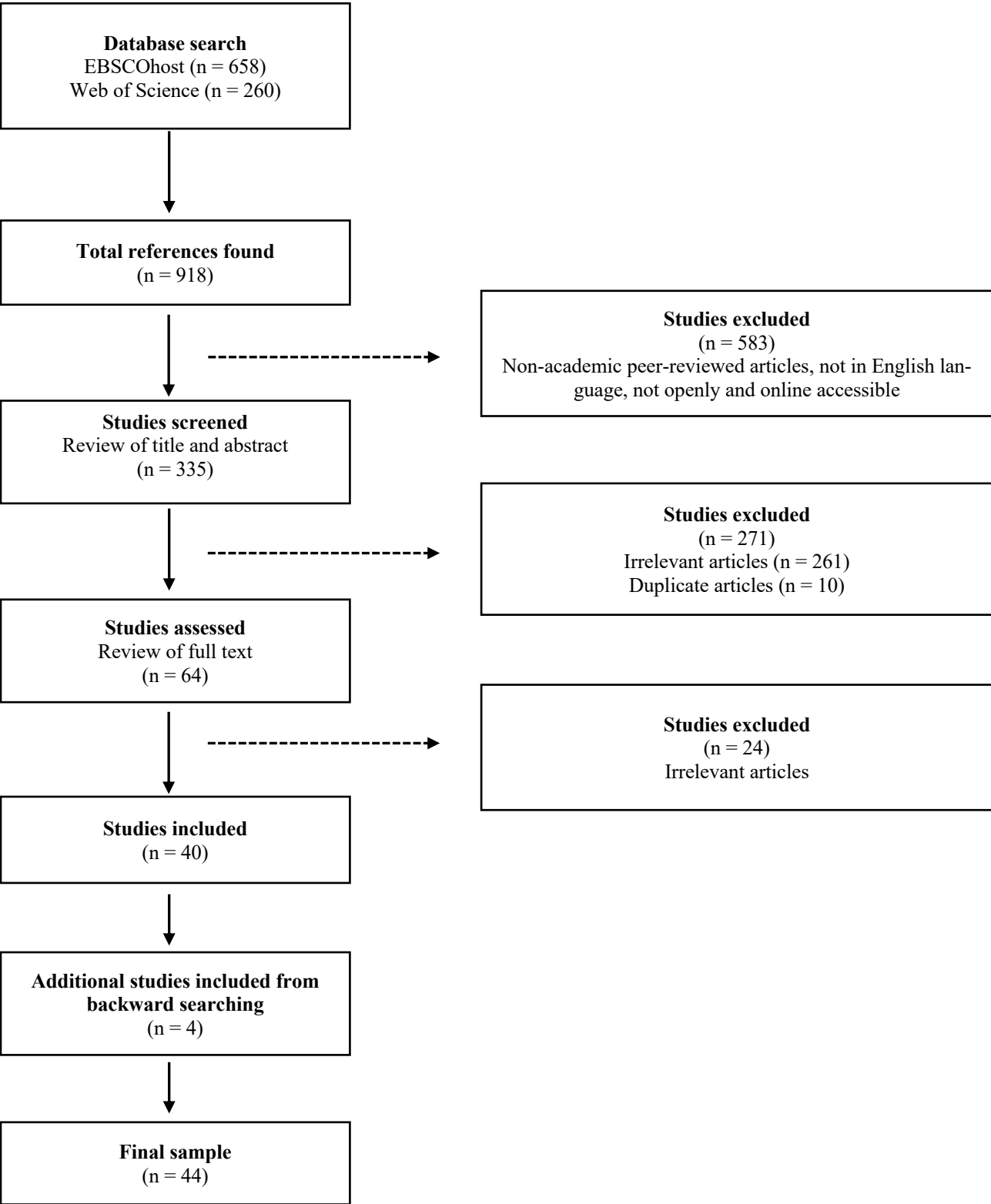
Figure 2: Review protocol

Review Protocol:	The influence of perceived CSR on WE
Purpose	<p>Give an overview to what extent the influence of perceived CSR on employee work engagement (WE) is researched</p> <p>Synthesize the literature on the influence of perceived CSR on WE</p> <p>Identify and discuss mediators and moderators of this relationship</p> <p>Create an illustration showing the different factors (mediators/moderators) between perceived CSR and WE</p>
Research questions	
Master research question	How does employees' perception of CSR influence their WE?
Sub-questions	<p>What are the mediating factors connecting CSR and WE?</p> <p>Which factors moderate the relation between CSR and WE?</p>
Inclusion criteria	<p>All time</p> <p>Peer-reviewed journal publications => exclusion of dissertations, conference papers, working papers and practitioner papers (not peer-reviewed)</p> <p>Openly and online through Nova SBE subscriptions accessible</p> <p>Profit-oriented organizations</p> <p>English-language publications only</p>
Search strategy	<p>Use electronic databases</p> <p>Databases used: EBSCOhost and Web of Science</p> <p>Backward searching through references of chosen articles</p>
Keywords used to identify articles	
CSR terms	CSR OR "corporate social responsibility" OR "socially responsible" OR "corporate citizenship" OR "corporate social performance"
Work engagement terms	"employee engagement" or "work engage*" or "job engage*"
Quality assessment criteria	Peer-reviewed journal publications => exclusion of dissertations, conference papers, working papers and practitioner papers (not peer-reviewed)
Screening procedure	
Title	Article obviously focuses on something else than CSR and WE
Abstract	<p>Article was about CSR or WE but</p> <ol style="list-style-type: none"> 1. didn't consider these factors together 2. didn't consider the impact/influence of CSR on WE or a moderator/mediator of this relationship
Full text	Repetition of the above-described criteria
Data extraction strategy	

Excel with the following data	Perception of CSR measurement CSR type measured (internal, external, or whole) WE measurement Moderators Mediators Author/s, publication date, journal, title Industry Geography Employee group analyzed (age, gender, managerial or non-managerial) Key takeaways (what is the effect of perceived CSR on WE)
Synthesis strategy	Textual description Categorization of mediators/moderators Creation of illustration
Reporting strategy	Textual description Detailed description of methodology Tables and charts

Source: own illustration

Figure 3: Screening process



Source: own illustration

Figure 4: Shortened table of extracted data from articles

Author	Title	Journal	Date of Publishing	Type of CSR Measured	Moderator/s	Mediator/s	Employee Group Analyzed	Age	Gender	Geography	Industry	Key Takeaways
Afsar, Bilal; Al-Ghazali, Basheer; Umrani, Waheed	Corporate social responsibility, work meaningfulness, and employee engagement: The joint moderating effects of incremental moral belief and moral identity centrality	Corporate Social Responsibility and Environmental Management	25.11.19	whole	Incremental morality beliefs, moral identity centrality	Work Meaningfulness (WM)	not available probably managers and non-managerial employees	whole	whole	Pakistan	across industries (37 companies) including automobile, cement, hospital, tobacco, oil and gas, telecommunication, construction, pharmaceutical, and hotel	Perceived CSR positively and significantly influences EE. Incremental morality beliefs strengthened (moderates) the relationship between perceived CSR and work meaningfulness, especially when moral identity centrality was weaker. Work meaningfulness significantly and positively influences EE. Incremental morality beliefs strengthened the impact of perceived CSR on EE via work meaningfulness, especially when moral identity centrality was weaker.
Ahmad, Rashid; Islam, Talat	Relationships between Corporate Social Responsibility, Work Engagement and Organizational Commitment: Explanatory Role of Organizational Identification	Journal of Behavioural Sciences	01.01.18	whole	x	Organizational Identification (OI)	full-time faculty members	whole	whole (mostly males)	Pakistan	higher education institution (public and private sector)	Perceived CSR positively and significantly impacts OI and EE. OI positively and significantly impacts EE. OI partially mediates the relationship between perceived CSR and EE.
Albdour, Ali Abbaas; Altarawneh, Ikhlas Ibrahim	Corporate Social Responsibility and Employee Engagement in Jordan	International Journal of Business and Management	16.08.12	internal	x	x	frontline employees	whole	whole (male dominated: 68%)	Jordan	banks	Perceived ICSR in all dimensions positively and significantly impacts WE. The strongest impact has the health and safety dimension, the weakest impact has training and education.
Ali, Imran; Khan, Saif-Ur-Rehman; Ur Rehman, Ijaz	Corporate Social Responsibility and Corporate Reputation Influence Employee Engagement?	Transformations in Business & Economics	01.01.13	whole	x	Corporate Reputation (CR)	not mentioned probably whole	whole	whole	Pakistan	Bank	Perceived CSR positively influences EE as well as CR. Perceived CR positively influences EE. Perceived CSR positively influences perceived CR.
Arshad, Beenish; Mehmood, Hajara	The impact of corporate social responsibility on work meaningfulness and employee engagement in corporate sector of Pakistan: The moderating role of moral identity	International Journal of Business Reflections	01.01.21	external	Moral Identity (MI)	Work Meaningfulness (WM)	managers and non-managerial employees	whole	whole	Pakistan	across industries	Perceived ECSR positively and significantly impacts EE. WM partially mediates the relationship between perceived ECSR and EE. MI moderates the relationship between perceived ECSR and EE. The stronger MI the stronger the effect of perceived ECSR on EE. MI moderates the relationship between perceived ECSR and WM and between WM and EE.
Chang, Yi Ping; Hu, Hsiu Hua; Lin, Chin Ming	Consistency or Hypocrisy? The Impact of Internal Corporate Social Responsibility on Employee Behavior: A Moderated Mediation Model	Sustainability (Switzerland)	24.08.21	internal	Corporate Hypocrisy (CH)	Organizational Identification (OI)	non-managerial medical professional staff	whole	whole	Taiwan	Public regional teaching hospital	Perceived ICSR positively and significantly impacts WE. OI has a significant positive mediating effect on the relationship between perceived ICSR and WE. Perceived CH moderates the mediating effect of ICSR through OI on WE, in the way that high perceived CH negatively impacts OI and through OI WE, whereas it doesn't when perceived CH is low. Perceived CH moderates the impact of perceived ICSR on WE, in a way that when CH is high the impact of ICSR on WE is lower.
Chaudhary, Richa	Corporate social responsibility and employee engagement: Can CSR help in redressing the engagement gap?	Social Responsibility Journal	01.01.17	whole	Gender	x	managerial (graduates, postgraduates or Ph.D.)	whole	gender as a moderator	India	across industries	Gender is not moderating the influence of perceived CSR on EE. Perceived CSR is positively influencing EE as a whole. Moreover, perceived CSR towards employees significantly influences EE, stronger than perceived CSR towards customers and government. Perceived CSR towards social and non-social stakeholders didn't predict EE, meaning no significant correlation was found.

Chaudhary, Richa	Corporate social responsibility perceptions and employee engagement: role of psychological meaningfulness, safety and availability	Corporate Governance (Bingley)	14.01.19	whole	x	Psychological Meaningfulness; Psychological Safety; Psychological Availability	managers (junior, middle and senior level)	whole	whole	NCR region of India	public and private sector manufacturing and service organizations	Perceived CSR positive and significantly impacts EE. Psychological meaningfulness fully mediates the relationship between perceived CSR and EE. Psychological availability fully mediates the relationship between perceived CSR and EE. Psychological safety fully mediates the relationship between perceived CSR and EE.
Cunha, Sara; Proença, Teresa; Ferreira, Marisa R.	Employees Perceptions about Corporate Social Responsibility—Understanding CSR and Job Engagement through Meaningfulness, Bottom-Up Approach and Calling Orientation	Sustainability	07.11.22	whole	Bottom-up approach	Meaningfulness at work; Calling orientation	not mentioned probably whole	whole	whole	across nations (Portugal 43.8 %, India 21.4 %, USA 13 %, Brazil 8.7 %, and others 13.7 %)	across industries, but mainly in financial and insurance industry (17 %) and manufacturing (11 %)	Perceived CSR positively and significantly impacts WE (weak). Perceived CSR positively but not significantly impacts meaningfulness. Calling orientation sequentially mediates the relationship between perceived CSR and WE (medium indirect effect) through its impact on meaningfulness, which in turn impacts WE. Bottom-up moderates the relationship between perceived CSR and meaningfulness. The higher the participation in the construction of CSR initiatives the higher the sensed meaningfulness and WE.
Duthler, Gaëlle; Dhaneh, Ganga S.	The role of corporate social responsibility (CSR) and internal CSR communication in predicting employee engagement: Perspectives from the United Arab Emirates (UAE)	Public Relations Review	10.04.18	external	x	x	managers and non-managerial employees	whole	whole	United Arab Emirates (UAE)	across sectors	Perceived CSR positively and significantly impacts EE. All CSR dimensions positively and significantly correlated with all EE dimensions. Perceived sustainable and social CSR had the biggest impact on the social and affective engagement for the first and social engagement for the last variable.
Esmaelinezhad, Osveh; Singaraveloo, Kuppusamy; Boerhannoeddin, Ali	Linkage between Perceived Corporate Social Responsibility and Employee Engagement: Mediation Effect of Organizational Identification	International Journal of Human Resource Studies	01.01.15	whole	x	Organizational Identification (OI)	not mentioned probably whole	not mentioned	not mentioned	Iran	not mentioned	Perceived ECSR and ICSR positively and significantly impact WE. The impact of perceived ECSR is stronger than the impact of perceived ICSR. OI partially mediates the relationship between perceived ECSR/ICSR and WE.
Farid, Tahir; Iqbal, Sadaf; Ma, Jianhong; Castro-González, Sandra; Khattak, Amira; Khan, Muhammad Khalil	Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice	International Journal of Environmental Research and Public Health	16.05.19	external	x	Distributive justice; Procedural justice	managers and non-managerial employees	whole (mainly young adults (21-30 years) representing 63 %)	whole	Pakistan	Bank	Perceived ECSR positively and significantly impacts WE. Distributive as well as procedural justice mediate the relationship between perceived CSR and WE.
Farooq, Muhammad Shoaib; Salam, Maimoona	Nexus between CSR and DSIV: A PLS-SEM Approach	International Journal of Hospitality Management	03.01.20	whole	x	x	managers and non-managerial employees	whole	whole	Malaysia	Airline (one airline)	Perceived CSR positively and significantly impacts WE. Perceived CSR positive and significant effect on WE is stronger among non-managerial employees than among managerial employees.
Farrukh, Muhammad; Sajid, Muhammad; Lee, Jason Wai Chow; Shahzad, Imran Ahmed	The perception of corporate social responsibility and employee engagement: Examining the underlying mechanism	Corporate Social Responsibility and Environmental Management	08.08.19	external	Gender	x	managers and non-managerial employees	whole	whole	Pakistan	across industries	Perceived ECSR positively and significantly impacts WE. Gender moderates the relationship between perceived CSR and WE, in a way that the effect is higher within the female group.
Gao, Yongqiang; Zhang, Dan; Huo, Yuan Yuan	Corporate social responsibility and work engagement: testing a moderated mediation model	Journal of Business and Psychology	25.09.17	whole	employees' concern for face	Collective Self-Esteem (CSE)	not available probably managers and non-managerial employees	whole	whole	China	not available probably across industries	Perceived CSR positively and significantly influence WE directly. Collective self-esteem partially mediates the influence of perceived CSR on WE. Employees' concern for face moderates the influence of perceived CSR on WE indirectly through its moderating effect on the relationship between perceived CSR and collective self-esteem. Moreover, each perceived CSR dimension positively and significantly impacts WE individually. Perceived CSR-employee has the biggest influence on WE. The mediating effect of collective self-esteem is on all dimensions. Concern for face moderates the relationship between the four CSR dimensions: CSR-employee, CSR-community, CSR-environment and CSR-ethic and collective self-esteem. It doesn't moderate the relationship between the CSR dimensions CSR-customer and CSR-legal and collective self-esteem.
Glavas, Ante	Corporate social responsibility and employee engagement: Enabling employees to employ more of their whole selves at work	Frontiers in Psychology	31.05.16	whole	Extra-role involvement in CSR	Authenticity; Perceived Organizational Support (POS)	managers and non-managerial employees	whole	whole	USA	Professional Service Firm	POS did not significantly mediate the relationship between perceived CSR and EE. Authenticity positively and significantly mediated the relationship between perceived CSR and EE. Extra-role involvement in CSR weakened the relationship between authenticity and EE. Direct influence of perceived CSR on EE is significant and positive.
Glavas, Ante; Piderit, Sandy Kristin	How Does Doing Good Matter? Effects of Corporate Citizenship on Employees	The Journal of Corporate Citizenship	01.01.09	whole	x	x	not available probably managers and non-managerial employees	whole	whole (male dominated: 69 % male and 31 % female)	North America (USA and Canada)	across industries	Perceived CC positively and significantly impacts EE. The control variables "senior management" and "years in company" did not have a significant impact on EE.
Gürlek, Mert; Tuna, Muharrem	Corporate social responsibility and work engagement: Evidence from the hotel industry	Tourism Management Perspectives	07.05.19	whole	x	Perceived External Prestige (PEP); Organizational Identification (OI)	whole (distinction between managers and employees)	whole	whole	Turkey	hotels	Perceived CSR positively and significantly influences WE, PEP and OI. PEP positively and significantly impacts WE. OI positively and significantly impacts WE. PEP and OI partially mediate the influence of perceived CSR on WE.

Hosseini, Seyede Asma; Moghaddam, Alireza; Damganian, Hossein; Shafiei Nikabadi, Mohsen	The Effect of Perceived Corporate Social Responsibility and Sustainable Human Resources on Employee Engagement with the Moderating Role of the Employer Brand	Employee Responsibilities and Rights Journal	22.07.21	external	x	Employer Brand (EB)	managers and non-managerial employees	whole	whole (male dominated: 92 % male and 8 % female)	Iran	oil	Perceived ECSR positively and significantly impacts WE. Perceived ECSR positively and significantly impacts EB. EB partially mediates the relationship between perceived ECSR and WE.
Jia, Yu; Yan, Jinglu; Liu, Tianyuan; Huang, Jun	How does internal and external CSR affect employees' work engagement? Exploring multiple mediation mechanisms and boundary conditions	International Journal of Environmental Research and Public Health	11.07.19	whole	Collectivism; Individualism	Organizational Pride (OP); Perceived organizational support (POS)	not available probably managers and non-managerial employees	whole	whole	China	across industries (22 firms) including manufacturing (62 %), financial (17.2 %), retailing (10.4 %) and others (10.4 %)	OP partially mediates the impact of perceived external CSR and WE. POS partially mediates the relationship between perceived internal CSR and WE. Collectivism positively moderates the relationship between perceived external CSR and OP. Individualism positively moderates the relationship between perceived internal CSR and POS. Collectivism indirectly impacts the mediating effect of OP in the relationship between perceived external CSR and WE. The indirect effect of perceived internal CSR through POS on WE were stronger when individualism was high. Control variables didn't show any difference.
Lee, Yeunjae	Linking internal CSR with the positive communicative behaviors of employees: the role of social exchange relationships and employee engagement	Social Responsibility Journal	01.01.22	internal	x	Social Exchange Relationships (SER)	managers and non-managerial employees	whole	whole	USA	across industries	Perceived ICSR positively and significantly impacts EE. SER partially mediates the relationship between perceived ICSR and EE.
Li, Hui; Pang, Yu	Corporate social responsibility and Chinese employees' work engagement: Mediation through supervisor-subordinate guanxi	Social Behavior and Personality: An international journal	01.01.22	whole	x	Supervisor-Subordinate Guanxi (SSG)	MBA students who are working	whole	whole	China	across industries	Perceived CSR positively influences WE. Perceived CSR positively influence supervisor-subordinate guanxi. Supervisor-subordinate guanxi positively influences WE. Perceived CSR positively influences WE through supervisor-subordinate guanxi. The higher supervisor-subordinate guanxi the higher WE.
Lin, Chieh Peng	Modeling corporate citizenship, organizational trust, and work engagement based on attachment theory	Journal of Business Ethics	01.01.10	whole	x	Organizational Trust (OT)	whole	whole	whole	Northern Taiwan	across industries (including traditional and high-tech companies)	OT partially mediates the relationship between perceived CSR and WE. In specific, perceived economic CSR positively and significantly impacts WE and OT. Perceived legal CSR positively and significantly impacts WE, but not OT. Perceived ethical CSR positively and significantly impacts OT, but not WE. Perceived discretionary CSR positively and significantly impacts WE and OT. OT positively and significantly impacts WE.
Low, Mei Peng; Spong, Heath	Predicting employee engagement with micro-level corporate social responsibility (CSR) practices in the public accounting firms	Social Responsibility Journal	01.01.22	internal	x	x	not mentioned probably whole	whole	whole	Malaysia	public accounting firms	Perceived ICSR positively and significantly impacts EE.
Lu, Jintao; Ren, Licheng; Zhang, Chong; Wang, Chunyan; Ahmed, Rizwan R.; Streimikis, Justas	Corporate social responsibility and employee behavior: Evidence from mediation and moderation analysis	Corporate Social Responsibility and Environmental Management	05.02.20	whole	Collectivism	Job Satisfaction (JS), Organizational Justice (Procedural and Distributive Justice)	managers and non-managerial employees	whole	whole	Pakistan	Pharmaceutical	Perceived CSR positively influences EE and OC. The impact on EE is even stronger than on OC. JS, PJ, and DJ work as mediating factors in the relationships between perceived CSR and EE, as well as OC. Collectivism moderates the influence of perceived CSR on EE and JS.
Manimegalai, Santhosh; Baral, Rupashree	Examining the mediating role of organizational trust in the relationship between CSR practices and job outcomes	Social Responsibility Journal	01.01.18	whole	x	Organizational Trust (OT)	managers and non-managerial employees	whole	whole (male dominated: 94.4 % male and 5.6 % female)	South India	Manufacturing	Perceived CSR towards employees positively and significantly impact WE. Perceived CSR towards customers, environment and community was not significantly correlated to WE. Organizational trust fully mediated the relationship between perceived CSR towards employees and WE. It did not mediate the relationship between perceived CSR towards customers, environment or community and WE.
McNamara, Tay K.; Carapinha, Rene; Pitt-Catsouphes, Marcie; Valcour, Monique; Lobel, Sharon	Corporate social responsibility and employee outcomes: The role of country context	Business Ethics: A European Review	01.01.17	whole	valuing of externally-focused CSR activities; valuing of internally-focused CSR activities	x	managers and non-managerial employees	whole	whole (male dominated: 61.92%)	across nations (Brazil, China, UK, US, India, Japan, Mexico, the Netherlands, Spain)	across industries (technology, finance, energy, consulting and pharmaceutical)	Perceived externally focused CSR enactment was positively associated with WE. Perceived internally focused CSR enactment was positively, but not significantly related with WE. Only weak moderating effects of valuing externally focused CSR in the relationship between perceived externally focused CSR and WE in developed countries, not in developing countries. Valuing of internally focused CSR activities didn't have any moderating effect. In Latin American and Confucian countries perceived externally focused CSR enactment positively and significantly correlated with WE, whereas in Anglo countries there was no significant correlation between these variables. For developed countries perceived externally focused CSR enactment positively correlated with WE. For developing countries there were not significant correlations.

Nyuur, Richard B.; Ofori, Daniel F.; Amankwah, Majoroen O.; Baffoe, Kwame Amin	Corporate social responsibility and employee attitudes: The moderating role of employee age	Business Ethics, Environment and Responsibility	01.01.22	whole	Age - rejected	x	managers and non-managerial employees	age as a moderator	whole	Ghana	across industries	Perceived CSR in all four dimensions (economic, legal, ethical, and discretionary) positively and significantly influence WE. The ethical and discretionary CSR perceptions stronger influence WE than the economic and legal dimensions. Perceived CSR in all four dimensions positively impact JS. The perceived CSR ethical, legal, and discretionary dimensions impact JS more than the perceived economic dimension. Age doesn't moderate the relationship between perceived CSR in all dimensions and JS. Age doesn't moderate the influence of perceived CSR on WE.
Park, Sun Young; Lee, Choong Ki; Kim, Hyesun	The influence of corporate social responsibility on travel company employees	International Journal of Contemporary Hospitality Management	01.01.18	whole	x	x	managers and non-managerial employees	whole	whole	South Korea	Largest travel company	Perceived CSR towards the environment/community didn't significantly impact WE. Perceived CSR towards customers, as well as towards employees positively and significantly impacts WE. No differences between ages.
Pereira, Anabela; Duarte, Alzira; Trindade, Graça;	The relationship between the employees' perceptions of CSR, work engagement and human values	Responsibility and Sustainability: Socioeconomic, political and legal issues	10.07.15	whole	x	x	not mentioned probably whole	whole	whole (female dominated 66.1% and male 33.9%)	not mentioned	not mentioned	Perceived CSR positively and significantly impacts WE.
Ramdhan, Rudy M.; Kisahwan, Daniel; Winarno, Alex; Hermana, Deni	Internal Corporate Social Responsibility as a Microfoundation of Employee Well-Being and Job Performance	Sustainability (Switzerland)	24.07.22	internal	x	x	non-managerial	whole	whole (male dominated: 72.7 % male)	Indonesia	State owned enterprises (SOE); Strategic defense industry	Perceived ICSR positively and significantly impacts WE.
Rasheed Memon, Khalid; Ghani, Bilqees; Creek, Korangi; Khalid, Saima	The relationship between corporate social responsibility and employee engagement-A social exchange perspective	International Journal of Business Science and Applied Management	01.01.20	internal	Leader-Member Exchange (LMX)	Employee/Organizational Trust (E/OT)	whole	whole	whole (male dominated)	Pakistan	FMCG; Telecom	Perceived ICSR positively and significantly impacts WE. E/OT mediates the relationship between perceived ICSR and WE. LMX is not moderating the relationship between perceived ICSR and ET.
Rupp, Deborah E.; Shao, Ruodan; Skarlicki, Daniel P.; Paddock, Elizabeth Layne; Kim, Tae Yeol; Nadisic, Thierry	Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism	Journal of Organizational Behavior	05.03.18	whole	CSR-RA; CSR-RA*Individualism	x	full-time employees enrolled in MBA programs	whole	whole	Canada, China, France, Hong Kong and Singapore	across industries (profit and non-profit)	Perceived CSR positively influences WE. CSR specific RA moderates the relationship between perceived CSR and WE when individualism was high in a way that, higher CSR specific RA amplified for stronger positive relationship between perceived CSR and WE. Perceived CSR influence on WE wasn't moderated by CSR specific RA without individualism. Perceived CSR positively and significantly impacts WE when CSR specific RA and individualism is low. Meaning, individuals who aren't driven by autonomy drive when the CSR context is highly regulated.
Saad, Mohamed Mostafa; Gaber, Hazem Rasheed; Labib, Ashraf Adel	The Impact of CSR on Employees' Engagement. A Study on SMEs in Egypt	Global Business and Management Research: An International Journal	01.01.21	whole	x	x	managers and non-managerial employees	not mentioned	not mentioned	Egypt	SMEs	Perceived CSR towards society positively and significantly impacts cognitive and behavioral engagement. It didn't significantly impact emotional engagement. Perceived CSR towards customers didn't significantly impact cognitive, behavioral, or emotional engagement. Perceived CSR towards employees positively and significantly impacts emotional engagement. It didn't significantly impact cognitive or behavioral engagement.
Soni, Deepali; Mehta, Pooja	Manifestation of Internal CSR on Employee Engagement: Mediating Role of Organizational Trust	The Indian Journal of Industrial Relations	03.01.20	internal	x	Organizational Trust (OT)	managerial employees	whole	whole (male dominated: 64 % male and 36 % female)	India	bank	Perceived ICSR positively and significantly impacts WE. Perceived ICSR positively and significantly impacts OT. OT positively and significantly impacts WE. OT is mediating the relationship between ICSR and WE.
Soni, Deepali; Mehta, Pooja	Linking Corporate Social Responsibility & Work Engagement: An Empirical Evidence	The Indian Journal of Industrial Relations	01.07.19	whole	x	x	managerial employees (middle and top level)	whole	whole	India	banks	Perceived external CSR positively and significantly impacts WE. Perceived internal CSR positively and significantly impacts WE. Perceived internal CSR has greater influence on WE than perceived external CSR.
Svergun, Oxana; Fairlie, Paul	The interrelated roles of corporate social responsibility and stress in predicting job outcomes	Journal of Workplace Behavioral Health	02.07.20	whole	x	Organizational Commitment (OC); Job Satisfaction (JS)	managers and non-managerial employees	whole	whole (female dominated 70%)	Canada	Consulting	Perceived CSR significantly and positively impacts WE. JS and OC partially mediate the relationship between perceived CSR and WE.
Tahlil Azim, Mohammad	Corporate Social Responsibility and employee behavior: mediating role of organizational commitment	Revista Brasileira de Gestao de Negocios	06.02.16	external	x	Organizational Commitment (OC)	not mentioned probably whole	whole	whole (male dominated: 73.7% male and 26.3% female)	Saudi Arabia	banks	Perceived relative CSR (RCSR) positively and significantly impacts OC. Perceived RCSR positively and significantly influences WE (JE). OC fully mediates the relationship between perceived RCSR and WE.
Tahlil, Mohammad; Abdulhamid, Azim; Diyab, A; Al-Sabaan, Saleh A; Diyab, Abdulhamid A	CSR, employee job attitude and behavior: Saudi bank experience	Transylvanian Review of Administrative Sciences	01.01.14	external	x	Job Satisfaction (JS)	not available probably managers and non-managerial employees	whole	whole (male dominated: 73.7% male and 26.3% female)	Saudi Arabia	bank	Perceived ECSR positively and significantly influences JS. Perceived ECSR positively and significantly influences EE. JS fully mediates the relationship between perceived ECSR and EE.

Tsourvakas, Georgios; Yfantidou, Ioanna	Corporate social responsibility influences employee engagement	Social Responsibility Journal	02.06.17	external	x	x	managers and non-managerial employees	whole	whole	Greece	consumer goods (Procter & Gamber; Unilever)	Perceived ECSR positively and significantly impacts EE. Nevertheless, the findings showed weak correlations. A stronger impact was found in the female group of Unilever.
van Dick, Rolf; Crawshaw, Jonathan R.; Karpf, Sandra; Schuh, Sebastian C.; Zhang, Xin na	Identity, Importance, and Their Roles in How Corporate Social Responsibility Affects Workplace Attitudes and Behavior	Journal of Business and Psychology	22.01.19	external	Importance of CSR	Organizational Identification (OI)	managers and non-managerial employees	whole	whole	Germany	across industries (Industry 19.2 %, IT/consulting 14.4 %, public sector 12.8 %, banking/insurance 8 %, trades 6.4 %, transportation 4.8 %, tourism 2.8 % and crafts 2.4 %)	Perceived external CSR positively and significantly impacts WE. Gender, age, and tenure were not found to be significantly related. OI mediates the relationship between perceived external CSR and WE. Importance of CSR moderates the relationship between perceived external CSR and OI. Importance of CSR indirectly impacts the relationship between perceived external CSR and WE through OI, through its moderation on the relationship between perceived external CSR and OI.
Wang, Chaohui; Hu, Runhong; Zhang, Tingting (Christina)	Corporate social responsibility in international hotel chains and its effects on local employees: Scale development and empirical testing in China	International Journal of Hospitality Management	17.06.20	whole	x	x	not available probably managers and non-managerial employees	whole	whole	China	international hotel chains	Perceived CSR positively and significantly impacts EE.
Zientara, Piotr; Kujawski, Lech; Bohdanowicz-Godfrey, Paulina	Corporate social responsibility and employee attitudes: evidence from a study of Polish hotel employees	Journal of Sustainable Tourism	25.03.15	whole	x	Job Satisfaction (JS), Organizational Commitment (OC)	non-managerial (low ranked)	whole	whole	Poland	hotels	Perceived "self-related" CSR did not impact JS significantly. JS did not impact WE significantly. JS did not impact OC significantly. Perceived "others-related" CSR positively impacted JS. Perceived "self-related" and "others-related" CSR positively impacted OC. OC positively impacted WE.
Zulfqar, Sehar; Sadaf, Rabeca; Popp, József; Vveinhardt, Jolita; Máté, Domi-cian	An examination of Corporate Social Responsibility and employee behavior: The case of Pakistan	Sustainability (Switzerland)	27.06.19	internal	Collectivism	Organizational Identification (OI)	managers and non-managerial employees	whole	whole	Pakistan	Bank (Top 5)	Perceived ICSR positively impacts WE directly. Perceived ICSR positively impacts OI. OI positively impacts WE. Collectivism positively moderates the relationship between perceived ICSR and OI. OI partially mediates the relationship between perceived ICSR and WE positively. In collectivistic societies ICSR works especially well in engaging employees due to their common value and group goal orientation.

Source: own illustration

Note: Publishing date is set to 01.01. of the year when day and month of publication is not available.

