

Reconceptualising the Link Between Perceived Corporate Social Responsibility and Organisational Commitment: A Systematic Literature Review and Future Research Agenda

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Abstract

This is a review of literature on the importance of employee perceptions of corporate social responsibility (CSR) in organisational commitment that has been progressively becoming very crucial to the micro-CSR literature. The review is anchored on 26 published empirical studies (2000-2025) to generalise the evidence of different organisational and cultural contexts and establish the mechanisms, boundary conditions, and dimensions of CSR that align towards employee commitment. The results indicate that perceived CSR is observed to always enhance organisational commitment and the affective constituent of organisational commitment by the establishment of emotional attachment, pride, and identification with organisational values. The fair treatment, the wellbeing programs, the developmental and the socially responsible HRM are more influential to commitment compared to externally oriented CSR activities, that is why the employee-oriented initiatives are in the center of the discussion. The review further suggests that the relationship is also functional according to the key psychological mediators as organisational identification, job satisfaction, perceived organisational support, trust and meaningfulness at work which transforms the CSR perceptions into commitment. The level of such effects is limited by situational moderators such as the style of leadership, cultural orientation, the period of tenure, and authenticity of CSR. Interestingly, the review has discovered the negative effect of CSR perception gaps whereby the difference between the perceived and real CSR activities mistrust and diminishes commitment. The theoretical combination of the Social Identity Theory and the Social Exchange Theory conceptualized advantages of this review as they offer a unified understanding of causal interconnection between CSR and commitment and offers evidence-based suggestions to organisations that aspire to enhance the level of employee commitment through application of authentic and appropriately communicated CSR policies. The conclusion also establishes gaps in the methodology and future research direction towards the development of the micro-CSR theory and practice.

Keywords : Corporate Social Responsibility, Employee Perceptions, Organisational Commitment, Internal CSR, Micro-CSR, CSR Authenticity

Introduction

Corporate social responsibility (CSR) is no longer a dream but a strategic concern now which is in the mainstream concerns of the modern organisations. The previous academic literature discussed CSR as primarily a moral responsibility of the companies towards the society (Bowen, 1953), and the following theories such as the pyramid of Carroll (1979, 1991) put CSR into a larger context of economic, legal, ethical and philanthropic responsibility. This early analysis has been more organisation centric, however, the current studies are increasingly employee

centric with regards to internal implication of CSR. This trend may be traced to the growing recognition of the fact that employees are interpreting, evaluating and responding to CSR practices in ways that impact on organisational life in a substantial fashion (Aguinis and Glavas, 2012; Rupp et al., 2006). The attitudes and behaviours of the employees in the workplace have become a critical problem in this micro-CSR approach which is related to the perceptions of employees towards CSR. The employees generate perceptions with regards to the internal CSR such as fair treatment, developmental opportunities and wellbeing programs with the external CSR such as environmental responsibility and community engagements (Turker, 2009). Such perceptions are the guides of organisational values and ethical priorities. When employees believe that their organisation is at fault, they are likely to express a sense of trust, pride, and belongingness to the organisation (Glavas, 2016; Jones et al., 2019). One of the outcomes that have been found to be linked in a consistent manner with the CSR perceptions is organisational commitment. Organisational commitment has been defined as the psychological association that exists between any workers and their corresponding organisation and the dimensions are the affective, normative and continuance (Meyer and Allen, 1991). It is observed that affective commitment that describes an emotional tie and desire to remain is strongly linked with perceived organisational support and ethical organisational behaviour. The social identity theory presents that, employees desire to align themselves with organisations that have similar values with them (Ashforth and Mael, 1989). On the same note, the social exchange theory is a theory which supposes that employees will reciprocate any positive treatment and ethical behavior with loyalty and commitment (Blau, 1964). The synthesis of these theoretical approaches allows stating that the perceptions of CSR tend to be associated with the increased organisational commitment. The findings of the empirical studies are in any case optimistic in terms of the associations involving the perceived CSR and commitment (e.g., Peterson, 2004; Brammer et al., 2007), yet the degree of such associations is not always uniform across the situations and dimensions of CSR. Irrespective of increasing academic attention, there is still a lack of evidence base. The idea of CSR as formulated by most of the empirical research is a one-dimensional construct that does not take into account the impact of internal and external CSR which are independent entities and have dissimilar impacts. Some other researchers consider organisational commitment without identifying its elements and that lacks conceptual clarity. In addition, job satisfaction, organisational identification, trust, and moral pride are the moderating variables that are not always included in research (De Roeck and Maon, 2018). The variations in how CSR is interpreted and communicated among diverse cultures and industries also cause irregularities in the communicated and perceived outcomes of the activity that also add to the ambiguous outcomes that have been reported in the literature. Such variation of the methods and concept make it difficult to develop cumulative results or the circumstances within which CSR will produce the greatest influence on commitment. In addition, despite the existence of certain literature reviews, which have explored CSR on a larger scale, which is the corporate reputation, sustainability, and consumer-oriented CSR there is no systematic synthesis that can be used to analyse the specific role of employee perceptions of CSR in organisational commitment. Without such a review, the existing developing theory is not comprehensive, and organisations lack evidence-based advice in the development of CSR practices that can greatly contribute to employee commitment.

Research Problem

The current literature does not provide any combined summary of the empirical information of perceptions regarding employees in relation to CSR and commitment in the organisation. The large gap in the conceptualisation of CSR and measurement of commitment, the channels between the two as well as contexts and methodological designs have left the literature fragmented and not unified.

Purpose of the Review

It is a systematic literature review (SLR), which will be synthesising and critically evaluating empirical studies on the relationship between employee perceptions of CSR and organisational commitment. The review summarises the findings in other settings, generalises the theoretical and methodological trends, identifies the mediators and moderators, and recommends new research directions.

Research Questions

RQ1: How do employee's perceptions of CSR influence organisational commitment across empirical studies?

RQ2: What theoretical frameworks have been used to understand this relationship?

RQ3: What methodological patterns characterise research in this domain?

RQ4: What gaps and future research opportunities emerge from the existing evidence?

Research Methodology

This systematic literature review was conducted in adherence to PRISMA 2020 to generate transparency and approach to methodological rigour. The primary database was selected as Scopus because it has a huge coverage of management, organisational behaviour, and CSR research. The whole search strategy was based on the Boolean operation of key words, which revolved around the perceptions of the corporate social responsibility and organisational commitment among the employees. The final search query on Scopus was: (employee perception OR corporate social responsibility OR organizational commitment). Peer-reviewed journal articles in English that were published after 2000 and up to 2025 were also restricted to indicate the development of the micro-CSR scholarship within the last 20 years. The initial results were pasted to the excel and duplications thereof were removed. Topical relevance was filtered by all the titles and abstracts, and a review of the complete text was done against set inclusion criteria: empirical focus, measure of employee perceptions of CSR, measure at least one aspect of organisational commitment. Other works that are not related to employee-level CSR, concept articles, reviews, and articles that are not entirely in the text were pruned. After the screening process, 26 relevant studies were finally selected for synthesis. The data were gathered in an organized data-extraction sheet that factored the study design, sample traits, CSR dimensions, commitment types, theoretical frameworks, mediators, moderators and key results. Thematic analysis was then used to synthesise these data to identify the prevalent theoretical, methodological, and empirical patterns across the studies used.

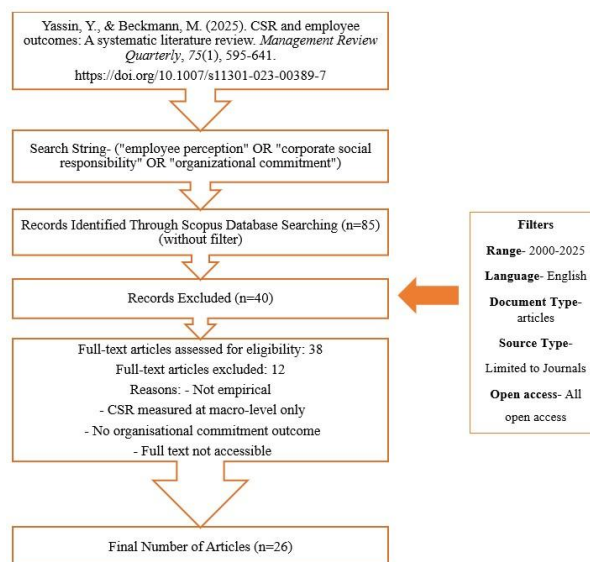
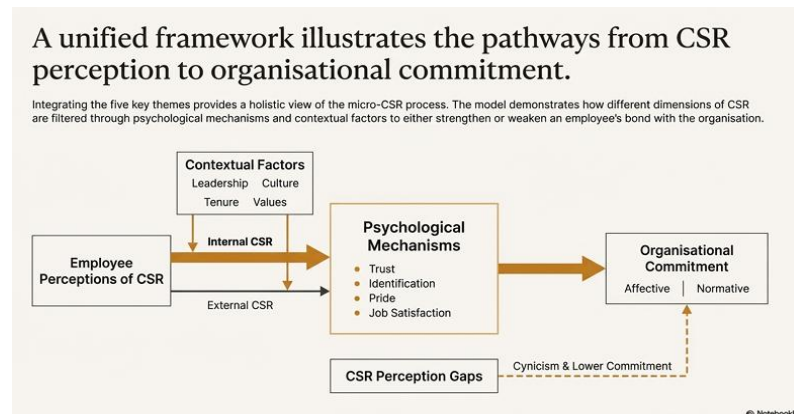


Fig.1 : PRISMA Flow Diagram (fig.)

The study adhered to the PRISMA reporting standards of 2020, which have four stages, such as identification, screening, eligibility, and inclusion. The identification phase identified 85 records in the search of Scopus using the search string. As 7 duplicate studies were removed, 78 unique studies were taken to the screening. Shifting of titles and abstracts led to the removal of 40 articles not oriented on employee-level CSR or whose outcome was organisational commitment, or articles that were empirical. The remaining 38 full-text articles were considered according to the eligibility. During the eligibility stage, 12 articles were screened because they were conceptual papers, measured CSR at the organisational (macro) level only, no outcomes of commitment, or unavailable full text. This inclusion step resulted in 26 articles which met all the conditions and formed the final sample of this

review. It is because the PRISMA flow process ensured that the selection process was not only transparent, systematic, and replicable but also is in line with standards of performing evidence synthesis.



Source: generated via NotebookLM

Thematic Analysis

This systematic literature review was conducted under a thematic analysis that revealed that various patterns are shared across the 26 studies included in the study that investigate how employees perceive and respond to organisational CSR practices. The literature review has disclosed a compound of interconnected themes that explained the processes, environmental factors, and impacts that linked the CSR perceptions and organisational commitment. All these themes offer a systematic background, and the cognisance of the effects of CSR on the attitudes of employees in the micro-level. The generalized evidence was then generalized leading to the following main themes.

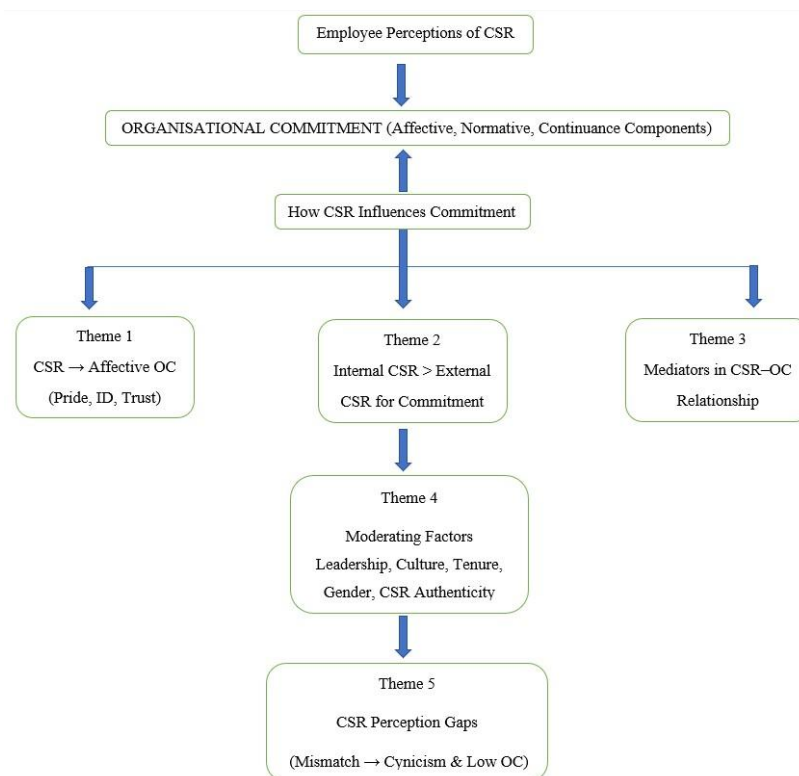


Figure 2. Thematic framework for how employee perceptions of CSR influence organisational commitment through multiple pathways.

The framework shows how perceptions of CSR by employees influence organisational commitment through different channels. The perception of CSRs directly positively influences the affective commitment (Theme 1) and externality (Theme 2) of CSR practices which is more internalised than externalised. The driving forces that cause the relationship are the significant psychological mediating factors that comprise identification, trust and job satisfaction (Theme 3). Contextual moderators (but including leadership, culture, tenure and authenticity) strengthen or weaken these effects (Theme 4). In addition, CSR perception gaps can kill the commitment in such situations when the organisational activities fail to match with the expectations of the employees (Theme 5). These themes are all aspects of a combined model of explaining the CSR -commitment relationship.

Theme 1: CSR Perceptions Strengthen Affective Organisational Commitment

The overall theme of the papers reviewed is the positive high relationship of the perception of CSR of employees and affective organisational commitment. The employees will then be effective in their engagement and emotional and will have the need to remain with the organisation when they feel that this organisation is liable to the society, environment and its stakeholders. This trend correlates well with the Social Identity Theory that states that employees embrace the socially responsibility identity of an organisation as an extension of their identity which leads to the development of the sense of pride and belonging. Some initial research such as Peterson (2004) and Brammer et al. (2007) suggests that CSR is a measure of moral and integrity within organisations and this increases feelings attachment of workers. The recent empirical evidence confirms the notion, CSR based organisational identification is a key mediator variable in the establishment of commitment (in particular, in the context where CSR activities are observed, plausible and responsive to employee values). Thus, CSR is not only an external instrument of reputation building but also a psychological capital of the internal kind that increases attachment and loyalty.

Theme 2: Internal CSR Exerts a Stronger Influence than External CSR

The other important theme that has been given by the literature is that the internal CSR such as employee development and fair HR practices, diversity, well-being policies and transparent communication have a bigger influence than the external CSR, which is philanthropy, community involvement and environmental activity. Studies that have disaggregated the CSR dimensions keep on showing that the internal CSR is more salient on employees as it influences the daily experiences and conveys the message that the organisation cares about its employees. Turker (2009), Closon et al. (2015) and Mory et al. (2016) studies reveal that internal CSR brings out stronger impressions of organisational assurance, procedural fairness and ethical treatment that generate commitment than external-based CSR practices. The staffs appreciate external CSR, and they tend to think it is symbolic with no internal strong practices. Consequently, the internal CSR is regarded as more real and plausible indicator of organisational care which predicts affective and normative commitment to a significant degree.

Theme 3: Mediating Mechanisms Explain How CSR Shapes Organisational Commitment

Based on a significant part of empirical evidence, the connection between CSR perceptions and organisational commitment is indirect and entails the presence of various psychological intermediaries. The identified literature mediators include the organisational identification, job satisfaction, perceived organisational support, trust, meaningfulness at work, moral pride and CSR authenticity. Indicatively, as depicted by De Roeck and Maon (2018), the social responsibility activity by the organisation is internalised to employees, which increases identification and pride, therefore, commitment. Similarly, job satisfaction and fairness can also be assumed to be the channels by which CSR stimulates emotional and normative bonds. These mediation processes highlight the fact that CSR determines commitment by transforming the meanings of these intentions, fairness and benevolence of the organisation by the employees. The awareness of CSR, thus, does not have a direct impact on the attitude of employees but the psychological implication that they place on these activities.

Theme 4: Contextual Factors and Moderators Shape the CSR–Commitment Relationship

The fourth theme revolves around the need to moderate variables and contextual differences that influence the level of CSR-commitment relationship. The identified moderators in the literature are gender, tenure, ethical leadership, CSR fit, work experience, employee values and organisational culture. To illustrate, women are more

ethical and socially sensitive and according to some research studies women are more responsive to CSR initiatives more than men. Leadership also plays a certain role: ethical or transformational leaders make the message of CSR more credible and, therefore, more effective in matters of intentional, commitment. Moreover, cultures precondition the expectations and interpretations of the employees concerning CSR; the study of the collectivist cultures shows that the societal norms and values are aligned with social responsibility and, therefore, the effects of CSR are greater. These moderating effects suggest that the perceptions of CSR do not have equal impacts on all employees and rather they have impacts on the individual dispositions and organisation.

Theme 5: CSR Perception Gaps Can Weaken Commitment

A growing literature body highlights that lack of fit between what employees expect in their CSR and what they see in organisations, what is sometimes termed, CSR perception gaps can bring organisational commitment down. Trust and commitment is watered down once the workers begin to believe that the CSR principles embraced by the organisation are wanting, hollow, and half baked. It has been established that the existence of CSR gaps can result in hypocrisy, cynicism, and violation of psychological contract which can reduce the willingness of the employees to remain loyal. The reduced affective commitment in relation to unmet CSR expectations is also linked to the reduced citizenship behaviors and turnover intention in different studies including the perception-gap studies. This theme emphasizes the need to make sure that the CSR is authentic, presented properly and with employee values in mind to produce positive attitudinal outcomes.

Discussion

This literature review indicates that the perception of corporate social responsibility (CSR) by the employees is a multidimensional and significant ingredient in the determination of the organisational commitment. In the studies analysed, CSR emerged as a major prism of review where employees would see values, fairness and moral righteousness of an organisation. The thematic synthesis identifies four general patterns, which are the central role of CSR in affective commitment, internal CSR than external CSR, the psychological mediators, and the contextual moderators and perception gaps. All these themes taken together can provide a comprehensive image of the cognitive and emotional way the employees perceive the practice of CSR and the fact that these perceptions either support or weaken their organisational commitment.

To begin with, the review confirms that a positive-perceived CSR is always associated with a higher affective commitment to the organisation. The feeling of pride, trust and emotional attachment is also likely in employees who feel that their organisation is socially responsible. This would be consistent with the Social Identity Theory that theorises that employees would be more closely identified with organisations that have congruent values to them. CSR proves to only be a symbolic representation of organisational identity that employees internalize and makes them feel a sense of belonging. According to the studies done by Peterson (2004) and Brammer et al. (2007), CSR is a moral and ethical signal that enhances the emotional investment of the employees. This provides more force to the fact that commitment may not always be driven by factors involving economics or job but on the perceived ethical fit between the organisation and the employee.

Second, the review finds that the internal CSR (i.e., fairness, employee welfare, training, development, and ethical HR practices) has a stronger impact on commitment as compared to the external CSR. The employees will also tend to believe in the good intentions of any CSR activities of an organisation depending on how it handles the internal stakeholders. Internal CSR is seen to be more realistic and personal as it is a thing that can directly affect the experience and daily contact of the employees in the organisation. On the other hand, the external CSR programs may be viewed as superficial with poor inside practices. This disparity implies that one should pay attention to the CSR actions, which leads to the wellbeing of the staff members since they play the most significant role in organisational dedication.

Third, the review confirms the fact that there are several psychological processes that explain how the perception of CSR is translated into commitment. Other mediators such as organisational identification, job satisfaction, perceived organisational support and trust are also typical entrants in research, as well. These mechanisms indicate that CSR strengthens the commitment by altering the meaning of intentions and values of the organisation to the employees. When viewed as genuine, CSR can be interpreted as a sign of organisational care by the employees

and this brings about satisfaction and confidence. These positive states, in their turn encourage affective and normative commitment. This observation brings the need to extend the mere correlation models but to consider the psychological processes that mediate CSR and employee attitudes.

Fourth, the thematic analysis suggests that personal and situational variables are the mediators of the CSR-commitment relationship. The strength of CSR is gender-based, as well as tenure-based, leadership style and cultural orientations. Using the example, the workers of collectivist societies show more responses towards CSR programs, which show the general values in society. Ethical and transformational leadership enhance the positive effect of CSR by enhancing the feeling of authenticity and credibility too. These moderators emphasise that CSR does not affect all of the workers equally, but the impact is different and relies on the compatibility of CSR activity and anticipated outcomes, personal anticipations, cultural standards and organisational environment.

Finally, one more important yet superficially covered aspect in the review is that the existence of gaps in the perception of CSR can damage organisational commitment: the gap between the anticipations of employees and attitudes towards the real CSR practice can alienate employees. The result might be the cynicism, distrust, and loss of emotional attachment of this type whereby the employees feel that the CSR activities of the organisation are inadequate, inconsistent, and not authentic. CSR in such cases might reverse itself as it will lead to lowered commitment and augmented turnover experience. This underscores the importance of CSR authenticity, strategic alignment and transparency in communication.

In general, the findings show that, CSR is not merely the outward reputation making strategy but a powerful internal practice that determines the rate of employee commitment. The available information has affirmed that organisational commitment does not solely revolve around job designing or payment but ultimately depends on the perception of the employees regarding the ethical standing of the organisation. The good CSR practices should therefore aim at internal stakeholders, create trust by conducting simple and continuous practices, and align the CSR activities and outputs into the value system and organisational culture of the employees.

Implications

Theoretical Implications

The CSR and organisational behaviour theory would find this review helpful since it describes how the perception of the employees towards CSR predicts organisational commitment through definite mental processes. The findings provide confirmations to the Social Identity Theory because the perceived CSR helps to increase the sense of belongingness and identification with the organisation. The review also constitutes the Social Exchange Theory in which the employees believe that CSR is an expression of organisational caring which will result in greater commitment. In addition, the results suggest that internal and external CSR should be disaggregated and that the theoretical framework should not align CSR as an unidimensional construct, but a multidimensional and a unitary and homogenous variable. The above mediators such as the job satisfaction, trust and perceived organisational support, too, contribute to the current frameworks, as they demonstrate how the CSR influences the commitment. Finally, the review adds to the existing knowledge on micro-CSR since the drivers of contextual differences are included in the existing theoretical models, which demonstrate that the influences of CSR rely on the cultural, organisational and individual features.

Practical Implications

The findings of the study to managers and practitioners underscore the importance of emphasizing on internal CSR policies such as equitable HR policies, employee development, workplace wellbeing programs, and ethical leadership since they are the most effective in influencing organisational commitment. The communication of CSR initiatives should be clear and uniform in organisations in order to reduce the gap of perceptions which may cause lack of trust and commitment. The devised CSR strategies must be strategies that make sense and are not just tokenism since the employees will backlash against perceived hypocrisy. The managers should also come to know that CSR can affect employees differently depending on their gender, tenure and cultural backgrounds, therefore, communication and implementation of CSR should be grounded on divergent workers. Finally, meaningful CSR practices that have been invested in can be taken as a strategic tool that would enhance retention

of employees, article reputation within the organisational environment and creation of a motivated and dedicated work force.

Limitations And Future Research Directions

This is a systematic but limited review. First, it was searched in Scopus alone, and it is quite extensive, therefore, it could not be exhaustive of the possible studies that have been indexed in other sources such as Web of Science or Google Scholar. Reliance on a single database may therefore limit the richness of the evidence especially on interdisciplinary fields that frequently publish research on CSR and employee behaviour. Second, peer-reviewed journal articles in English published no later than 2025 and published in 2000 and later have been used in the review. This kind of language and time limitation may have done away with potential good non-English work, past basic work, and grey literature that would provide the concept with additional conceptual richness. Third, the studies used in the study are extremely heterogeneous in terms of CSR conceptualisation, tools used to measure it, the setting of the study and samples. This discrepancy reduces the comparability of the obtained results and the ability to make conclusive generalisations with the power or nature of the CSR-commitment correlation. Fourth, the studies reviewed are predominantly cross-sectional studies, which restrict the direction of causal inferences and block the view of causal changes of CSR perceptions and organisational commitment over time. Finally, the current review is too limited in its scope as it relies on employee perceptions of CSR and organisational commitment, i.e. other important employee outcomes such as engagement, well-being and voice behaviour were not researched in a systematic manner.

In future research, these limitations are perceived to be followed. To achieve this goal, the scholars should increase database coverage and apply multilingual search techniques to find a more international view of what employees perceive about CSR. Future research would be more convincing through longitudinal and experimental designs as they would prove the causality and how the perception of CSR may evolve through time due to organisational events or a leadership change. Another recommendation given to scholars is to make an effort to develop homogenous, multidimensional CSR measurement models that can draw clear lines between internal and external CSR to enable comparison of studies to be more precise. Another important sphere to be developed is the work of the mediators and moderators. More research is necessary to learn the less studied processes of psychological safety, ethical climate, perceived organisational justice and authenticity of CSR. In the same way, the influence of the generational differences, job position, size of organisation, and the national culture are also the moderators to be further discussed. The other possible future direction is considering the effects of CSR perception gaps, the variation between expected and actual CSR performances, and the effect of the variation on employee cynicism, trust, and disengagement. Finally, future research directions can also consider CSR in emerging contexts like gig workers, hybrid organisations, family businesses and digital platforms where employee-organisation relation and expectation of CSR are radically different compared to what is available in traditional employment realms.

Conclusion

It was a systematic literature review that amalgamated the empirical data on the impact of the perception of the employees towards corporate social responsibility on the organisational commitment. In all the 26 studies that have been included the same tendency emerged wherein the more organisations feel like they are socially responsible, in particular where internal CSR activities are concerned, the more they will develop stronger affective and normative commitment. A good part of the effects is work mindful through the psychological processes involving organisation identification, job satisfaction, trust and perceived organisational support, and contextual forces, which organisational culture, gender and CSR authenticity has on the relationship. All findings confirm that CSR is not just a mere signalling tool but is a resource worthwhile within the organisation and which enables the workers to make judgement of the organisation and their role within it. Describing the theoretical directions, identifying the differences in the methodology, and determining the fields of owing conditions, this review contributes to the understanding of the micro-level impact of CSR. To sum up, the information shows that properly designed and honestly disseminated CSR initiatives may turn out to be potent motivators of employee loyalty and long-term sustainability of the organisation.

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Sr. No.	Author(s) & Year	Journal	Title of Paper	CSR Dimensions	Type(s) of Commitment	Themes
1	Brammer, Millington & Rayton (2007)	<i>International Journal of HRM</i>	The contribution of CSR to	External, Employee-focused	Affective, Normative	Theme 1, 2

			organizational commitment			
2	Peterson (2004)	<i>Business & Society</i>	Perceived corporate citizenship and commitment	Overall CSR	Affective	Theme 1
3	Mory, Wirtz & Göttel (2016)	<i>Journal of Business Ethics</i>	Factors of internal CSR & effect on organizational commitment	Internal CSR	Affective, Normative	Theme 2
4	Kim et al. (2016)	<i>Social Responsibility Journal</i>	Effects of CSR and internal marketing on commitment	Internal & External	Affective, Continuance	Theme 2
5	Closon, Leys & Hellemans (2015)	<i>Journal of Business Ethics</i>	Perceptions of CSR & commitment outcomes	Internal & External	Affective	Theme 1, 3
6	De Silva & Lokuwaduge (2019)	<i>Social Responsibility Journal</i>	Impact of CSR practices on employee commitment	Internal & External	Affective, Normative	Theme 1, 2
7	El Akremi et al. (2018)	<i>Journal of Organizational Behavior</i>	Employees' CSR perceptions & internal outcomes	Internal, External	Affective	Theme 3
8	Shen & Benson (2016)	<i>Int. Journal of HRM</i>	Effects of socially responsible HRM on commitment	Internal CSR (SRHRM)	Affective, Normative	Theme 2
9	Ko, Kim & Kim (2021)	<i>The Asian Journal of Shipping and Logistics</i>	CSR recognition & organizational commitment	Internal & External	Affective	Theme 1
10	Collier & Esteban (2007)	<i>Business Ethics: A European Review</i>	CSR & employee commitment	Ethical CSR	Affective	Theme 1
11	Wang et al. (2020)	<i>Business Ethics: A European Review</i>	Consequences of perceived CSR (meta-data)	Overall CSR	Affective	Theme 3
12	Cheema et al. (2019)	<i>CSR & Environmental Management</i>	CSR perceptions & organizational outcomes	External CSR	Affective	Theme 5

13	Onkila & Sarna (2021)	<i>CSR & Environmental Management</i>	Employee relations with CSR (SLR)	N/A (Review)	N/A	Background
14	Ellemers et al. (2011)	<i>Personality & Social Psychology Review</i>	CSR as moral identity predictor	Ethical CSR	Affective	Theme 1
15	Hollingworth & Valentine (2014)	<i>Journal of Business Ethics</i>	CSR perceptions, CPIO & commitment	Employee-oriented CSR	Affective	Theme 3
16	Ahsan & Khalid (2025)	<i>Journal of Global Responsibility</i>	CSR & commitment via job satisfaction	Internal, External CSR	Affective	Theme 3
17	Lee et al. (2023)	<i>Journal of Business Ethics</i>	CSR perception gaps & employee responses	CSR Authenticity Gap	Affective	Theme 5
18	Madanaguli (2021)	<i>Sustainable Development</i>	CSR & sustainability effects	External CSR	Normative	Theme 4
19	De Roeck & Farooq (2018)	<i>Journal of Business Research</i>	CSR, meaningfulness & commitment	External, Internal	Affective	Theme 3
20	Farooq et al. (2014)	<i>Journal of Business Ethics</i>	Internal vs external CSR → commitment	Internal & External	Affective	Theme 2
21	Boddy et al. (2010)	<i>Journal of Business Ethics</i>	Corporate psychopaths, CSR & commitment	Ethical CSR	Affective	Theme 4
22	Ruiz et al. (2011)	<i>Journal of Business Ethics</i>	CSR, satisfaction & commitment	External CSR	Affective	Theme 3
23	Mueller et al. (2012)	<i>Human Relations</i>	CSR perceptions & employee outcomes	Internal CSR	Normative	Theme 2
24	De Roeck & Maon (2018)	<i>Journal of Business Ethics</i>	CSR & identification → commitment	Internal & External	Affective	Theme 1, 3
25	Zhang et al. (2020)	<i>Frontiers in Psychology</i>	CSR perceptions → OC & OCB	Internal CSR	Affective	Theme 3
26	Yassin & Beckmann (2024)	<i>Journal of Business Ethics</i>	CSR & employee outcomes SLR	N/A	N/A	Background