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Micro CSR intervention towards employee behavioral and attitudinal outcomes: a parallel mediation model

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The purpose of the study is to (a) examine the impact of perceived micro Corporate Social Responsibility (micro-CSR) on organizational (trust, justice, identification) and employee job-related behavioral and attitudinal outcomes, (b) measure the mediating influence of the organization, (justice, identification, trust) in an association among perceived micro-CSR and employee job-related behavioral and attitudinal outcomes and (c) conduct a meta-analysis about CSR and employee behavioral and attitudinal outcomes related studies. The theory of social exchange supports the parallel mediation model. Questionnaires were distributed among the senior and junior executives of cellular network companies in Pakistan. A total ($n = 767$) of usable questionnaires were returned cross-sectional, representing (a 92%) response rate. The collected data was first analyzed via factor analysis and measurement model estimation. A structural equation model (SEM) analyzed the parallel mediation model. Third, the PRISMA model was used to conduct a meta-analysis. The study found that perceived micro-CSR positively predicts organizational commitment and job satisfaction, whereas it negatively predicts counterproductive work behaviors (CWBs) and turnover intent. Second, it was found that the organizational (trust, justice, and identification) significantly mediates between perceived micro-CSR and commitment, satisfaction, and CWBs, whereas organization (trust, justice, and identification) insignificantly mediates between perceived micro-CSR and turnover intent. The parallel mediating framework shows that perceived CSR results in positive attitudes and behaviors. Our analysis thus offers concrete evidence encouraging businesses and administrators to be involved in CSR initiatives. The study is original, and the result of the study is valuable for all the stakeholders of business and management.

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Introduction

Many different terms have been used to describe corporate social responsibility (CSR) by academics (Zhao et al., 2022; Aguinis and Glavas, 2012; Ullah and Manzoor 2021). Initially, CSR was defined as a company's commitment to meeting its legal and financial obligations (Zhao et al., 2022; Davis, 1973). However, subsequent research broadened this definition to include moral obligations and optional duties (Ahmad et al., 2022; Carroll, 1999). CSR is recognized to take into account social, economic, and environmental factors (Aguinis and Glavas, 2012). Previous research has revealed various aspects of CSR, which have been classified by some scholars as integrated vs. peripheral CSR and strategic vs. responsive CSR (Porter and Kramer, 2006). Other academics have divided CSR into internal and external categories, focusing on the organization's workforce and stakeholders (Rupp and Mallory, 2015). Numerous studies have been conducted to investigate the effects of CSR on operational efficiency (Zhao and Murrell, 2016), though opinions on its impact on organizational outcomes differ (Aguinis and Glavas, 2013; Ullah and Manzoor 2021). Scholars recently coined the term "micro-CSR" to study how CSR affects individual employees (Zhao et al., 2022; Rupp et al., 2006). "Micro-CSR," as defined by Zhao et al. (2022), is the study of how employees perceive, assess, and react to their organization's CSR practices. Micro-CSR focuses on how individual employees perceive and respond to CSR initiatives in the workplace (Girschik et al., 2022). Micro-CSR initiatives have positively impacted eco-friendly behaviors and a wide range of employee-related behaviors (Ahmad et al., 2022; Gond et al., 2017). To understand the relationship between CSR and employee outcomes, it is essential to consider multiple mediating variables that influence these outcomes (Zhao et al., 2022). Additionally, research needs to explore the connection between CSR and anterior outcomes, such as justice and satisfaction, as well as lateral outcomes, such as turnover and counterproductive behaviors (Manzoor and Khalil Ur Rahman, 2021). By investigating these various factors, we can gain new insights into the nature and importance of CSR and its impact on employees. Consequently, it is crucial to look into the cognitive processes that underpin CSR and determine whether it has similar or distinct impacts on employee outcomes (Zhao et al., 2022; Rupp and Mallory, 2015). The CSR initiatives have varied consequences for employees because CSR is theoretically seen as an overarching framework (Hu and Dutta, 2022), and empirically studies looked at how it affects employees generally (Zhao et al., 2022). Nevertheless, studies on diverse sorts of CSR have allowed us to evaluate the mixed effects of various CSR strategies.

To cope with this unresolved concern, we have used the theory of social exchange (Blau, 1964) in conjunction with a meta-analytic method to incorporate earlier studies on the implications of CSR. The parallel mediation model was used and estimated via a structural equation model (SEM). Perceived CSR was taken as an exogenous variable. The organization (trust, identification, and justice) were mediating factors, whereas job-related outcomes (commitment, satisfaction, CWB, and turnover intent) were endogenous variables. There is some noticeable delimitation based on the study analysis. First, our analysis aligns with micro-CSR research (Zhao et al., 2022), mainly concentrating on the effects of perceived CSR. Secondly, our dimension has been the focus of most prior micro-CSR studies; we selected three mediators and four worker outcomes. Lastly, we're focusing on existing employees. The objectives of the study are to examine the mediating effect of organizational (justice, trust, and identification) in an association between perceived CSR and employee job-related outcomes, namely, commitment, satisfaction, CWB's and turnover intent, and also to conduct the meta-analysis related to the CSR and employee behavioral and attitudinal outcomes. With the conduction of meta-analysis, we hope to add two significant aspects to the existing research on micro-CSR. First, we incorporate the parallel mediation model on the foundation of social exchange theory (Blau, 1964). Secondly, our holistic framework offers novel insights to link the procedures, predecessors, and outcomes. Lastly, in an earlier study, two categories of perceived CSR (external and internal) have the same influence on employees' job outcomes with mediating factors (Zhao et al., 2022). These findings add to more discussion and contention about CSR and stakeholders' outcomes (Farooq et al., 2017).

Literature review

Perceived CSR and jobs behavior/attitude. Within the domain of CSR, the three factors, namely, organizational (justice, trust, and identification), have been investigated frequently (Zhao et al., 2022). Organizational justice is the consequences, processes, interpersonal relationships, and workers' perception of how their employer treats them (Hermanto and Srimulyani, 2022). Regarding how an organization treats its stakeholders, CSR gives employees crucial data to assess the company's fairness in promoting justice, proper behavior, and attitude (Collier and Esteban, 2007; Rupp et al., 2006). Trust is a person's faith or belief in something (Davidovitz and Cohen, 2022). Employees' perceptions of CSR could increase employee trust, considering CSR aids individuals and is, therefore, strongly correlated with the organization's integrity (El Akremi et al., 2018). Consequently, CSR perception could help reinforce existing employee-organization standards and increase organizational trust, which in turn, influences behavioral and attitudinal patterns. Scholars have suggested social exchange theory (SET) with a justice-based approach (Koay and Lim, 2022). The explanation of how CSR influences employee reactions from the justice perspective of SET is more pertinent to the present research (Ha and Lee, 2022). According to this methodological perspective, justice is the cornerstone of interpersonal interactions inside enterprises and the primary benchmark for handling exchange operations. Reciprocity, or giving benefits back to providers rather than exploiting or hurting them, is closely tied to justice (Park and Kim, 2023). Thus, establishing and maintaining collaborative partnerships depends on the perception of justice in interactions (Manosuthi et al., 2020; Lee et al., 2014).

The social exchange perspective sees business CSR initiatives establishing mutually beneficial connections with diverse stakeholders. Employee perception of a corporation as a generous employer, business partner, and corporate citizen increases directly to participation in certain pro-social activities. Consequently, perceptions of organizational justice are influenced by CSR practices (Di Liberti, 2023; Ghani et al., 2022). Staff will likely consider the company reputable and have faith in it. Consequently, CSR initiatives are perceived as treating different stakeholders fairly (Akram et al., 2023). Employees will likely trust companies and leaders who exhibit justice (Nehra, 2023). Numerous findings from the organizational trust have supported this hypothesis. On the other hand, we have anticipated that employees value CSR and thus are unwilling to quit their socially responsible employer because employee considers that the turnover is negatively connected to CSR. Identification mediated this association (Wang et al., 2017), which is observed between CSR and turnover (Ng et al., 2019). On the other hand, three elements make up the organizational commitment, namely, affective (emotional connection), normative (ethical consideration), and continuance (financial review) (Inegbedion, 2022; Khan et al., 2022; Mansor et al., 2021; Wang et al., 2023; Meyer and Allen, 1997). CSR and identification are related, as suggested

by the social identity theory. Identification was a mediator in studying the link between CSR and commitment (Islam et al., 2018). Job satisfaction is a pleasant emotional state brought on by evaluating professional experiences, which could also be explained in terms of social identity formation (Pozas et al., 2023). Positive company traits, such as CSR involvement, are linked to esteem and sentiments of pleasure. These emotions bring about occupational contentment (Ellemers et al., 2011). Numerous studies have examined the connection between CSR and job satisfaction and found that identification mediates this link (Ahmad et al., 2022; El Akremi et al., 2018). Employee satisfaction, commitment, CWBs, and turnover, have been significantly impacted by identification (Ciampa et al., 2021; Edwards and Cable, 2009; Lee et al., 2015). Additionally, organizational (trust and justice) were examined as antecedent factors of identification (Cropanzano and Rupp, 2008). Several studies have found a positive relationship between CSR and organizational commitment (Ali et al., 2021; Arshad et al., 2021; Hsieh et al., 2020). Employees who perceive their organization to be socially responsible tend to develop a stronger sense of identification and attachment toward it. This, in turn, leads to a higher level of organizational commitment (Inegbedion, 2022; Mansor et al., 2021; Wang et al., 2023). Research has shown that CSR positively affects job satisfaction (Ali et al., 2019; Arshad et al., 2021; Hsieh et al., 2020). Employees who perceive their organization as socially responsible tend to feel more proud and satisfied with their job. Moreover, CSR activities such as volunteerism and philanthropy can give employees a sense of purpose and meaning in their work, further enhancing job satisfaction. Research has found that CSR is negatively related to counterproductive behaviors (Ma et al., 2021; Yalabik et al., 2013). Employees who perceive their organization to be socially responsible are less likely to engage in behaviors that are harmful to the organization. This may be because CSR activities signal a robust ethical culture within the organization, fostering employees' sense of responsibility and accountability. Several studies have found a negative relationship between CSR and turnover intention (Ali et al., 2021; Arshad et al., 2021; Hsieh et al., 2020). When employees perceive their organization to be socially responsible, they tend to develop a stronger sense of loyalty and commitment toward it. This, in turn, reduces the likelihood of turnover. In conclusion, perceived corporate social responsibility positively relates to organizational commitment and job satisfaction and is negatively associated with counterproductive behaviors and turnover intention. These findings suggest that organizations that invest in CSR activities may reap benefits regarding employee attitudes and behaviors. Essentially, we formulated the following hypothesis:

H_1: Perceived corporate social responsibility significantly predicts organizational commitment.

H_2: Perceived corporate social responsibility significantly predicts job satisfaction.

H_3: Perceived corporate social responsibility significantly predicts counterproductive behaviors.

H_4: Perceived corporate social responsibility significantly predicts turnover intention.

Mediating effect of justice, trust, and identification. The parallel mediation framework accounts for independent factors' distinct and gradual impacts on specific dependent facets by assuming each pathway is separate and autonomous (Chi et al., 2022; Quan et al., 2022; Rosen et al., 2014). According to the SET, a company's CSR initiatives may influence specific employee attitudes and behaviors by concurrently triggering and improving several positive emotional factors. More particularly, such actions

strengthen employee opinions that the organization upholds its core principles and embodies its identity. One important mediating factor for connecting justice and identification has been recognized as trust (Aryee et al., 2002). Farooq et al. (2014) also reported that the organization (trust and identification) mediates employee-perceived CSR and commitment. In addition, the scholars said that the organizational (identification and justice) act as distinct mediators between perceived CSR and commitment (Hofman and Newman, 2014). A study reported that organizations (trust, justice, and identification) mediate the effects of perceived CSR, job satisfaction, and other individual outcomes (De Roeck and Maon, 2016). Moreover, Zhao et al. (2022) found that the organization (identification, trust and justice) is the substantial mediator between perceived CSR and workers' job-related outcomes. Organizational identification (OI) cognitively ties employees with the organization and makes them more committed (Kramer and Tyler, 1996). In contrast, organizational justice and trust demonstrate relatively strong optimistic employment relations (Knippenberg and Schie, 2000). It should be noted that all three aspects derive from CSR views. They are considered autonomous, distinct paths that eventually lead toward the outcomes. Each of the three phases is believed to contribute significantly to an epiphenomenon that nets the impacts within the parallel mediation paradigm.

Studies have shown that perceptions of justice are positively associated with employee attitudes, including job satisfaction and organizational commitment (Colquitt, 2001). Trust is also essential to the relationship between CSR and employee attitudes. When employees trust that their organization is committed to social responsibility, they are likelier to have positive attitudes toward their work (Yu et al., 2022; Love et al., 2022; Schnurr, 2022; Choi and La, 2013). Identification with the organization has also been shown to mediate the relationship between CSR and employee attitudes (Wang et al., 2013). Recent research has explored the mediating role of organizational justice, trust, and identification in the relationship between CSR and employee attitudes. For example, a study by Hsieh et al. (2020) found that perceived CSR was positively associated with organizational justice, which in turn was positively related to organizational commitment and job satisfaction. The study also found that trust mediated the relationship between CSR and administrative justice. Similarly, a study by Ali et al. (2021) found that CSR was positively associated with corporate identification, which in turn was positively related to organizational commitment and job satisfaction. These findings suggest that organizational justice, trust, and identification play important mediating roles in the relationship between CSR and employee attitudes. Organizations committed to CSR initiatives may benefit from building trust, promoting fairness, and fostering a sense of identification among employees. Essentially, we formulated the following hypotheses:

H_5: Organizational justice mediates between corporate social responsibility and commitment.

H_6: Organizational trust mediates between corporate social responsibility and commitment.

H_7: Identification mediates between corporate social responsibility and commitment.

H_8: Organizational justice mediates between corporate social responsibility and satisfaction.
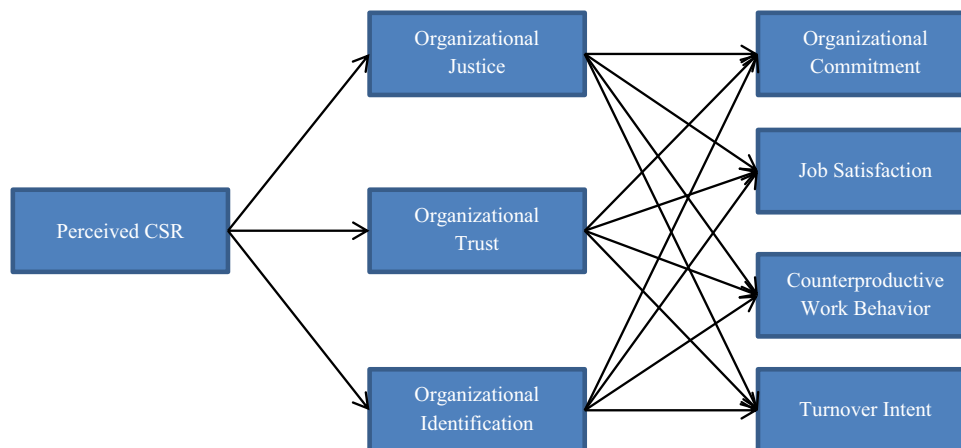
H_9: Organizational trust mediates between corporate social responsibility and satisfaction.

H_{10}: Identification mediates between corporate social responsibility and satisfaction.

H_{11}: Justice mediates between corporate social responsibility and counterproductive behaviors.

H_{12}: Trust mediates between corporate social responsibility and counterproductive behaviors.

Conceptual Framework

Fig. 1 Framework.

H[13]: Identification mediates corporate social responsibility and counterproductive behaviors.

H[14]: Justice mediates between corporate social responsibility and turnover intention.

H[15]: Trust mediates between corporate social responsibility and turnover intention.

H[16]: Identification mediates between corporate social responsibility and turnover intention.

Theoretical foundation. Social Exchange theory (SET) is the foundation theory of this research. SET is a fundamental paradigm of human behavior that views social connections as an exchange of advantages and expenditures as a basis for establishing and preserving social bonds. It explains how connecting individuals initiates and returns mutually advantageous economic, societal, and cognitive resources, which results in long-lasting social partnerships. Organizational studies have found many benefits of positive exchange working relationships (Cropanzano and Mitchell, 2005). As a result, a social exchange viewpoint may assist us in better comprehending CSR and shed light on the different mediation mechanisms that link the perception of CSR and employee reactions. A comprehensive analysis of SET further shows the significance of three mediating factors. Employee exchange relationships and positive social interactions have been examined concerning organizational justice (Majumdar and Kumar, 2022). Similarly, trust is investigated as a critical factor that promotes collaboration at all organizational levels (Meyer and Allen, 1997). Social identity and corporate identification significantly influence organizational interactions between individuals and groups (Ashforth and Mael, 1989). Business researchers have also expanded the SET to investigate relationships, including multilateral interactions (Granovetter, 1973). Considering the theoretical relevance of SET, we develop a parallel mediating model (Fig. 1) about perceived CSR and employee attitudinal and behavioral outcomes via multiple paths, each of that exerts a distinct effect.

Meta-analysis. We used various techniques to find publishing articles concerning employee attitudes-behavior toward CSR. First, we searched the internet databases, such as Sci-Hub, Emerald Insight, Research Gate, and Web of Science, to retrieve the literature from 2009 to 2022. Second, we used the terms "CSR perception," "stakeholder behavioral outcome," and "stakeholder

attitudinal outcome" to look for related research. Our inquiry into the literature turned up a plethora of publications. To vigilantly choose a study and incorporate it into a meta-analysis, the researchers have used Page et al. (2022). For the meta-analysis, only those studies included that measure the link between the perception of employees' CSR and their job consequences. Second, only quantitative studies (based on numerical estimation) were considered for meta-analysis. After using the criteria above, we selected 43 research containing a total sample of 29,493. The coding procedure is comprised of three domains, (a) the study information, author name, and publication year; (b) CSR perception of employees; (c) behavioral outcomes of employees; (d) attitudinal outcomes of employees; and (e) correlation coefficient among CSR perception of employees and behavioral-attitudinal outcomes of the employee. The meta-analysis aimed to estimate the effects of linkages connecting the perception of employee CSR and behavioral-attitudinal outcomes. To calculate the variability of z-transformed statistics, we used Hedges and Olkin's (2014) approach. We obtained the data and successively applied an r metric to it (Schulze, 2007). We applied the Fisher z (hyperbolic) transformations ($z \tanh^{-1}(r)$) (Borenstein et al., 2021) to evaluate the data and make conclusions. To estimate the random-effect models employing the maximum-likelihood approach, we used JASP analysis software. We examined the variation in effect size. A set of ($n = 43$) papers had been included in the analysis for the meta-analysis. Based on the forest-plot analysis, among ($n = 23$) studies, a positive association between employee perceptions of CSR and their behavioral outcomes was found. At the same time, ($n = 20$) studies have also found a positive association between employee perceptions of CSR and attitudinal outcomes. Table 1 depicts the publications and journals used in the meta-analysis. Additionally, Fig. 2 shows the PRISMA process, and Figs. 3 and 4 depict the findings of the forest plot.

Methodology

This study adopts a positivist research philosophy (Saunders et al., 2016). It aims to identify the causal relationships between micro-CSR intervention, employee attitudes and behaviors, and the mediating role of employee engagement and organizational commitment. The study uses a deductive research approach, testing a pre-specified theoretical model that postulates the relationships between the variables under investigation (Saunders et al., 2016). The study uses a cross-sectional survey design, as it collects data at a single point in time from a sample of senior and

Table 1 Related studies.

S#	Authors	Publishing Journals	Sample	Country
1	Chatzopoulou et al. (2022)	Journal of Business Ethics	189	Greece
2	Servaes et al. (2023)	Management Decision	482	Belgium
3	Paruzel et al. (2021)	Frontiers in Psychology	488	Germany
4	Molnár et al. (2021)	Int'l Jou'l of Env Res & Public Health	489	Pakistan
5	Ahmad et al. (2021)	Int'l Jou'l of Envi Res & Public Health	431	Pakistan
6	Chang et al. (2021)	Sustainability	311	Taiwan
7	Cheema et al. (2020)	CSR and Environment Management	376	Pakistan
8	Ali et al. (2019)	CSR & Environment Management	525	Pakistan
9	Zulfiqar et al. (2019)	Sustainability	535	Pakistan
10	González-Rodríguez et al. (2019)	CSR & Environment Management	431	Spain
11	Cho et al. (2019)	Sustainability	198	Korea
12	Menezes (2019)	Int'l Journal of Advance Research	402	India
13	Zaman and Nadeem (2019)	Pak Journal of Com-Social Science	230	Pakistan
14	Gharleghi et al. (2018)	Sustainability	212	Iran
15	Ali and Sohail (2018)	Pakistan Journal of Hum and S. Science	298	Pakistan
16	Choi et al. (2018)	Sustainability	252	Korea
17	Afsar et al. (2018)	CSR and Environment Management	796	Pakistan
18	Islam et al. (2018)	Pak Journal of Com-Social Science	761	Pakistan
19	Kim et al. (2018)	Sustainability	381	Korea
20	Sarfraz et al. (2018)	Sustainability	310	Pakistan
21	Boccia and Sarnacchiaro (2018)	CSR and Environment Management	328	Italy
22	Sharma et al. (2018)	Innovative Marketing	321	India
23	Boccia et al. (2018)	CSR and Environment Management	110	Italy
24	Abdullah et al. (2017)	Sustainability	348	Pakistan
25	Eshra & Beshir (2017)	World Rev of Bus Research	151	Eygpt
26	Im et al. (2017)	Sustainability	401	Korea
27	Wang et al. (2017)	Frontier in Psychology	431	China
28	Mulaessa and Wang (2017)	Int'l Journal of Mktg Studies	210	China
29	Mashh and Hashemiamin (2017)	Revista Quid	120	Australia
30	Glavas (2016)	Frontiers in Psychology	15205	USA
31	Servera-Francés and Fuentes-Blasco (2016)	Ramon Journal of Applied Ethic	708	Spain
32	Hameed et al. (2016)	Frontier in Psychology	426	Pakistan
33	Wongpitch et al. (2016)	Kasetsart Journal of Social Sciences	195	Thailand
34	Musa and Rahman (2015)	Pertanika Journal of S.Sciences & Humanities	151	Malaysia
35	Brammer et al. (2015)	Group & Org Management	242	UK
36	Saleem and Gopinath (2015)	Lahore Journal of Business	302	Pakistan
37	Green and Peloza (2014)	Jou'l of Consumer Behaviour	35	USA
38	Khah et al. (2014)	Indian Jou'l of Science Research	121	Iran
39	Wu and Lin (2014)	Int'l Jou'l of Marketing Studies	761	Taiwan
40	Story and Neves (2015)	Business Ethics: European Review	231	Potugal
41	Mozes et al. (2011)	Social Res Journal	232	Israel
42	Rahim et al. (2011)	Asian Academy of Management	232	Malaysia
43	Jacinto and Carvalho (2009)	New Research Trend	135	Potugal

Int'l International, *Jou'l* Journal, *Envi* Environment, *S* Social, *Res* Research, *Mktg* Marketing.

junior executives of cellular networks in Pakistan, namely, Mobilink, Telenor, and Ufone The study uses a stratified sampling technique to select the participants. The sample comprises 798 senior and junior executives in the three selected cellular networks The study uses a self-administered questionnaire to collect data from the participants. The questionnaire consists of several sections that measure the critical variables of the study, including micro CSR intervention, employee attitudes and behaviors, employee engagement, and organizational commitment. The study uses a parallel mediation model to test the hypothesized relationships between the variables. The AMOS software analyzes the model using (SEM) (Fig. 5).

Measures. Thirty-six factors items on the questionnaire comprised the two sections (see Table 2). The first section included demographics, whereas the second section contained the participant experiences related to the perceived corporate social responsibility (PCSR), organizational justice (OJ), organizational identification (OI), organizational trust (OT), organizational commitment (OC), job satisfaction (JS), counterproductive work behaviors (CWB's) and turnover intention (TI) in the work setting. The respondent's views were taken on a five-point scale (Sekaran and Bougie, 2016). The PCSR was measured by six items (Hameed et al., 2016; Hu et al., 2020), OJ by eight items (Niehoff and Moorman, 1993), OI by three items (Sass and Canary, 1991), OT by three items (Seppänen et al., 2007), OC by six items (Meyer and Allen, 1997; Sass and Canary, 1991), CWB (Bennett and Robinson, 2000), JS by three items (Witt and Nye, 1992) and TI by three items (Cammann et al., 1979). We used exploratory factor analysis (EFA). Initially, we evaluated the EFA assumptions, i.e., KMO and BTS, and found appropriate EFA conduction (Shrestha, 2021). The questionnaire items were analyzed via principal component analysis (see Table 2). Seven iterations were performed, and the outcome of EFA revealed that the factors have substantial loadings and satisfy the required magnitude
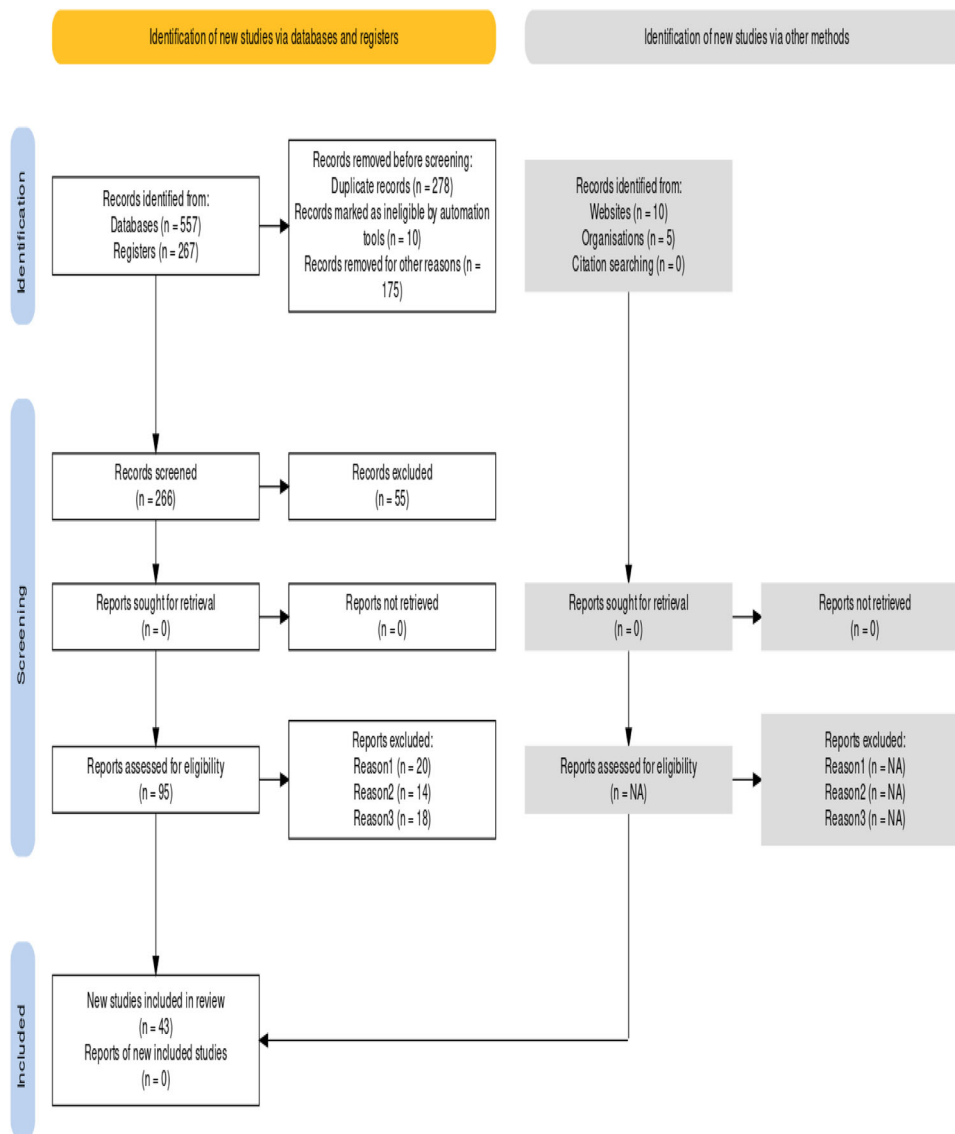
Fig. 2 PRISMA Process.

(Ledesma et al., 2021; Orcan, 2018). The questionnaires were distributed via stratified random sampling technique amongst the 798 senior and junior executives of cellular networks of Pakistan, namely, Mobilink, Telenor, and Ufone.

The measurement model was estimated in four domains. First, the standard value of parsimony, absolute and incremental fitness was found to be substantial and fit (Hair et al., 2014). Second, we used the composite reliability (CR) and Cronbach alpha approaches to evaluate the factors' internal consistency. The estimated range of the CR and reliability were found in between (0.72–0.81), more significant than the cutoff value ($p > 0.70$) (Hair et al., 2017), signifying the substantial level of internal consistency. Third, we used the average variance extraction (AVE) to evaluate the convergent validity. The estimated range of the AVE values was found in between (0.73–0.53), surpassing the threshold value ($p > 0.50$) (Hair et al., 2017), signifying no concern of convergent validity (see Table 3). Fourth, based on the cross-loading findings, it was revealed that all measurements are combined with predefined cutoff values ($p > 0.50$) (Hair et al., 2014), signifying no concern for discriminant validity. Moreover, Fornell Lacker (FL) criterion was used to estimate discriminant validity. Hair et al. (2014) reported that the AVE square root must be higher than other latent

components for no discriminant validity concern. The estimated value of the AVE squared indicated no discriminant validity issue in the factors (see Table 4). The percentage of Hetrotrait-Monotrait (HTMT) was therefore calculated. It is suggested that the limit of the HTMT ratios is below 0.90 (Ab Hamid et al., 2017). In Table 3, the HTMT was displayed, and the predicted result indicated (71%), which is less than the expected value (Ab Hamid et al., 2017), signifying no discriminant validity concern.

Results and findings

The predictive strength of the structure model was assessed via the coefficient of determination (Chin, 2010; Hair et al., 2014). The value revealed a 72% variation in the endogenous factors, signifying significant findings (see Table 4). Bootstrapping with 5000 samples evaluated direct cum indirect effects (Henseler et al., 2009). Hypothesis 1 specified that perceived CSR positively predicts OC. The magnitude revealed that the CSRP has a significant positive effect on OC. Therefore, H1 is considerably accepted ($\beta = 0.210$, $t = 6.7$, $p < 0.01$). Hypothesis 2 indicates that perceived CSR positively predicts JS. The outcome revealed that perceived CSR has a significant positive effect on JS. So, H2 is considerably accepted ($\beta = 0.153$, $t = 5.7$, $p < 0.01$). Hypothesis 3
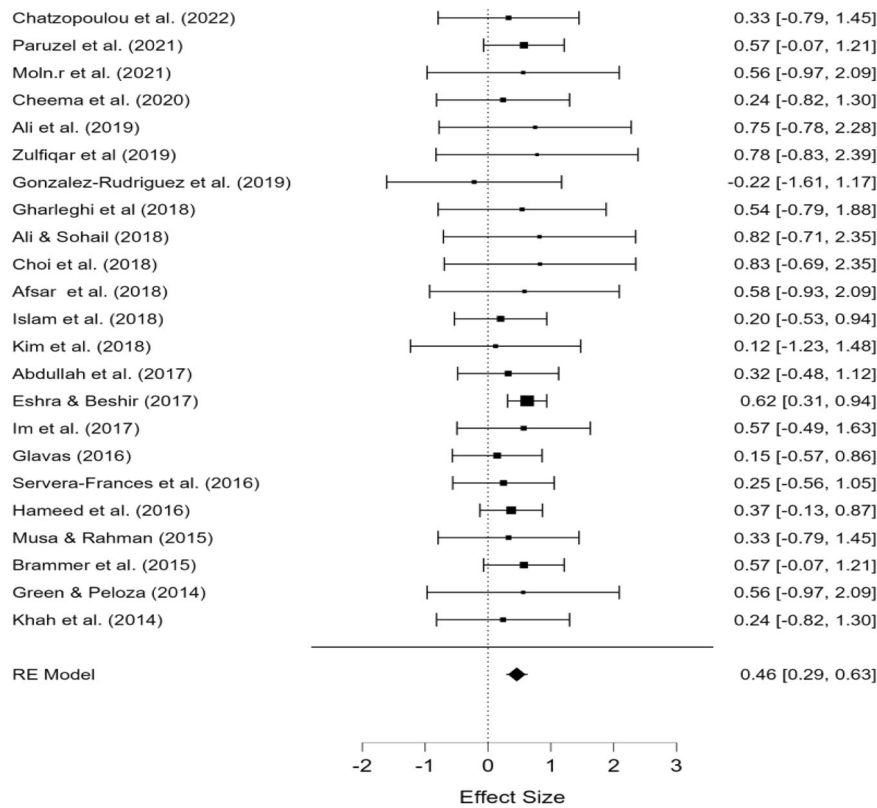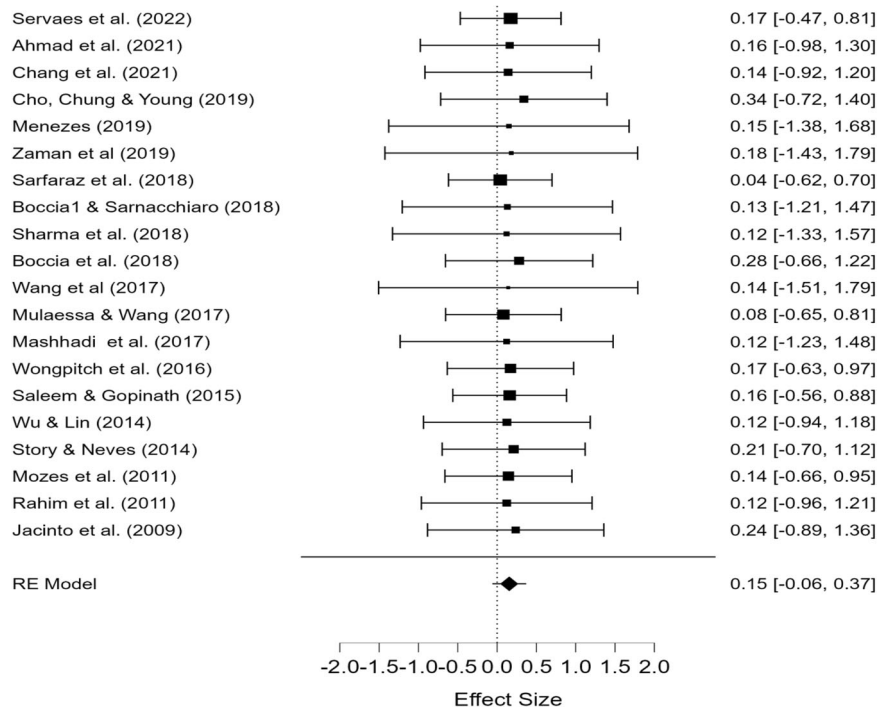
Fig. 3 CSR and behavioral outcomes.

Fig. 4 CSR and attitudinal outcomes.

indicates that CSR negatively predicts CWBs. The outcome revealed that perceived CSR has a significant negative effect on CWBs. Consequently, H3 is considerably accepted ($\beta = -0.112$, $t = -5.5$, $p < 0.01$). Hypothesis 4 indicated that perceived CSR negatively predicts TI. The outcome revealed that the perceived CSR negatively predicts TI. Thus, H4 is considerably accepted

($\beta = -0.117$, $t = -5.0$, $p < 0.01$). To evaluate the mediating effects, Hayes (2009) process macro was used.

Hypotheses 5, 6, and 7 indicated that OJ, OT, and OI significantly mediate between perceived CSR and OC. The findings of the bootstrapping demonstrate that the indirect effect of OJ ($\beta = 0.081$, $t = 5.77$), OT ($\beta = 0.402$, $t = 14.2$), and OI ($\beta = 0.022$,
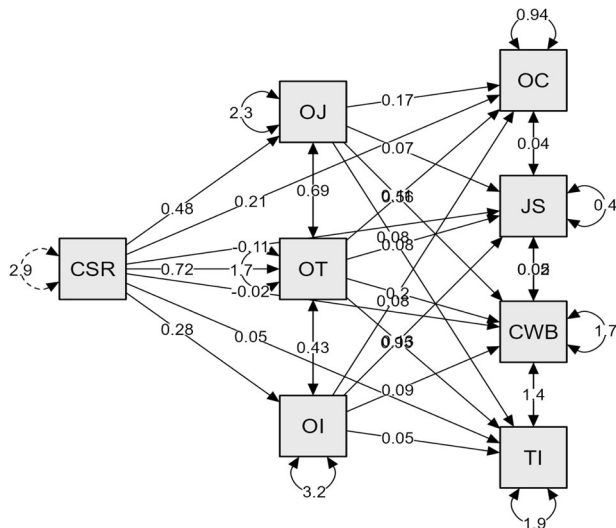
Fig. 5 SEM-paths. CSR Corporate Social Responsibility, OJ Org'l Justice, OT Organizational Trust, OI Organizational Identification, OC Organizational Commitment, JS Job Satisfaction, CWB Counterproductive Work Behavior, TI Turnover Intention.

$t = 3.19$) was found significant. The 95% boot confidence interval (CI) of OJ [LL = 0.149, UL = 0.271], OT [LL = 0.347, UL = 0.457], and OI [LL = 0.008, UL = 0.035] did not bisect 0 in the middle, showing mediation (Preacher and Hayes, 2008). Therefore, H5, H6, and H7 are considered accepted. Hypotheses 8, 9, and 10 indicated that OJ, OT, and OI significantly mediate between perceived CSR and JS. The findings of the bootstrapping demonstrate that the indirect effect of OJ ($\beta = 0.033$, $t = 3.78$), OT ($\beta = 0.054$, $t = 3.60$), and OI ($\beta = 0.262$, $t = 6.66$) was found significant. The 95% boot confidence interval (CI) of OJ [LL = 0.016, UL = 0.050], OT [LL = 0.024, UL = 0.083], and OI [LL = 0.185, UL = 0.339] did not bisect 0 in the middle, showing mediation (Preacher and Hayes, 2008). Therefore, H8, H9, and H10 are considerably accepted. Hypotheses 11, 12, and 13 indicated that OJ, OT, and OI significantly mediate between perceived CSR and CWBs. The findings of the bootstrapping demonstrate that the indirect effect of OJ ($\beta = 0.055$, $t = 3.15$), OT ($\beta = 0.145$, $t = 4.73$), and OI ($\beta = 0.026$, $t = 2.94$) was found to significant. The 95% boot confidence interval (CI) of OJ [LL = 0.021, UL = 0.089], OT [LL = 0.085, UL = 0.205], and OI [LL = 0.009, UL = 0.044] did not bisect 0 in the middle, showing mediation (Preacher and Hayes, 2008). Therefore, H11, H12, and H13 are considerably accepted. Hypotheses 14, 15, and 16 indicated that OJ, OT, and OI significantly mediate between perceived CSR and TI. The findings of the bootstrapping demonstrate that the indirect effect of OJ ($\beta = 0.040$, $t = 2.17$), OT ($\beta = 0.096$, $t = 2.98$), and OI ($\beta = 0.014$, $t = 2.02$) was found significant. The 95% boot confidence interval (CI) of OJ [LL = 0.004, UL = 0.079], OT [LL = 0.033, UL = 0.159], and OI [LL = 0.003, UL = 0.031] did not bisect 0 in the middle, showing mediation (Preacher and Hayes, 2008). Therefore, H14, H15, and H16 are considerably accepted.

Discussion
This paper explored (a) the impact of perceived micro-CSR on the organization (trust, identification, and justice) and employee job related to attitude and behaviors, (b) measuring the mediation influence of organization (trust, identification, and justice) in an association among perceived micro-CSR, and employee job relates to attitude and behaviors and (c) to conduct the meta-analytical review about CSR, and employee job relate to attitude

and behaviors. The result shows that CSR initiatives can foster employee behavioral and attitudinal outcomes (Hur et al., 2021; Zhao et al., 2022). By examining the relationship across individual cognitive, behavioral, and emotional dimensions of attitude (especially in Pakistan) settings, the current research aims to close the gap between perceived micro-CSR and employee behavioral and attitudinal outcomes. The focus of CSR studies in the twenty-first century has shifted from assessing CSR's impact as the sum of all its aspects to considering the impact of specific CSR dimensions on constructive social transformation (Nazir et al., 2021). As a clinch tactic, CSR has become more effectively used for business success, societal advancement, and personnel well-being (Girschik 2020). Employees are a potent patronage group because they are firms' insiders; their reactions to corporate CSR efforts correlate with their awareness of the societal benefits of CSR innovation (Vizcaíno et al., 2021). The study's statistical estimation also found that the organization (trust, justice, and identification) mediates between perceived micro-CSR and employee job-related attitudes and behaviors. Since workers' psychological responses to organizational CSR include attitudes, sentiments, feelings, involvement, and positivity, firms should appropriately structure their CSR strategy or implementation approach (Jurek and Besta, 2021; Zhao et al., 2022; Vizcaíno et al., 2021).

Conclusion
The study's primary objective was estimated via regression analysis, and perceived micro-CSR positively predicted organizational commitment and job satisfaction. In contrast, it negatively indicates CWBs and turnover intent. The second objective was estimated via parallel mediation model (SEM), and it was found that organization (trust, justice, and identification) substantially mediates between perceived micro-CSR and commitment, job satisfaction, and CWBs, whereas organizational (trust, justice, and identification) insignificantly mediates in between perceived micro-CSR and turnover intent. The third objective was estimated via meta-analysis. The PRISMA model was used, and ($n = 43$) papers were included in the analysis. Based on the forest-plot analysis, $n = 23$ studies reported a positive association between employee perceptions of CSR and behavioral outcomes. At the same time, ($n = 20$) studies reported a positive association between employee perceptions of CSR and attitudinal outcomes. The perception of micro-CSR is linked to positive consequences for employee behavior and attitude. The results emphasize the value of educating staff about CSR. The results highlight the importance of the CSR program. If CSR initiatives focus on various CSR-related issues, they benefit employees the most. We urge businesses to undertake substantial CSR initiatives and concentrate on creating a CSR strategy. CSR initiatives aimed at stakeholders and employees should be harmonized in light of the idea of justice so that CSR is not viewed as unjust to employees.

Theoretical and practical implications. Regarding theory, we demonstrated how the social exchange (SET) theory in businesses (Ashforth and Mael, 1989) could understand the associations between CSR and staff-related behavior and attitude. The SET is founded on the basic psychological procedure of social classification, which describes why CSR alters individual attitudes (De Roeck and Delobbe, 2012). Employee behavior patterns are changed when they are associated with socially responsible businesses. In line with the central hypothesis of Ashforth et al. (2008) that attitudes are more closely related to the core belief than behavior, we discovered a more significant correlation between CSR and attitudinal than behavioral outcomes. Our results confirmed this relationship. Although attitude (cognition

Table 2 Measurement model.

Constructs	Items	BTS	KMO	Loadings	R	CR	AVE
Organizational Justice (My supervisor....)							
	Schedules my work fairly	0.000	0.789	0.711	0.721	0.702	0.615
DJ	Gives me fair pay			0.634			
	Rewards me fairly			0.569			
	Makes an unbiased decision			0.742			
PJ	Treats me as per company rules and policies			0.736			
	Heard my concern in a fair manner			0.654			
IJ	Is kind to me			0.610			
	Deals with me in truthful manner			0.892			
Perceived CSR (My company....)		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	Often takes part in voluntary business practices	0.000	0.857	0.714	0.738	0.724	0.538
	Primarily concern with my own needs			0.679			
CSR	Makes sufficient donations to charities			0.881			
	Donates to campaigns and helps social welfare			0.732			
	Respects consumer rights and satisfied consumers			0.747			
	Minimize its negative environment impact			0.562			
Counter Productive Work Behaviors		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	I try to look busy in wasting time	0.000	0.866	0.842	0.752	0.744	0.721
CWB's	I waste the company materials			0.798			
	I spend my time on resolving personal matters			0.745			
	I ignore my supervisor's directions			0.624			
Organizational Trust		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	I trust most of the people in my organization	0.000	0.796	0.739	0.758	0.732	0.597
OT	I believe that my colleagues fulfill their promises			0.747			
	My supervisor and colleagues are honest with me			0.788			
Organizational Identification		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	I am a proud employee of this organization	0.000	0.802	0.777	0.815	0.710	0.608
OI	I have sincere perception to my organization			0.796			
	I can easily identify myself in my organization			0.872			
Organizational Commitment		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	I feel slight loyalty to my organization	0.000	0.877	0.721	0.777	0.741	0.669
	I tell my friends that I belong to this organization			0.884			
OC	I am pleased to work in this organization			0.711			
	I really care about my organization			0.731			
	Organizational values and my values are similar			0.827			
	I am committed to this organization			0.788			
Turnover Intention		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	I am seriously cautious of leaving my job	0.000	0.759	0.778	0.769	0.714	0.711
TI	I anticipate quitting my job			0.742			
	I am looking for another job			0.792			
Job Satisfaction		**BTS**	**KMO**	**Loadings**	**R**	**CR**	**AVE**
	Overall, I like my job	0.000	0.874	0.887	0.780	0.741	0.738
JS	Overall, I am pleased with my employment			0.711			
	Overall, I like working here			0.739			

R reliability, *CR* composite reliability, *AVE* average variance extraction, *DJ* distributive justice, *PJ* procedural justice, *IJ* interactional justice, *OT* organizational trust, *OI* organizational identification.

and emotion) is constantly a part of the identification process, behavior is rarely a part (Ashforth et al., 2008). Major psychological hypotheses, such as job motivation, state that attitudes come before actions (Humphrey et al., 2007). The organizational factors of trust, fairness, and identity were tested as potential mediators of the connection between employees' attitudes and behaviors and perceived CSR. This study reveals the parallel mediating pattern regarding how employee attitudes and behaviors are affected by perceived CSR. The present investigation sheds light on how perceived CSR influences fundamental employee behaviors and attitudes toward their jobs, including job (commitment, satisfaction, turnover and CWBs). First, several psychological mechanisms link CSR attitudes to outcomes, three of which are necessary: organizational (trust, justice, and identification). Conversely, other factors are connected to employment,

stakeholders, or CSR (Aguinis and Glavas, 2019). Additionally, as affective dynamics were mainly overlooked in earlier micro-CSR studies, researchers should focus on them more (Edwards and Kudret, 2017; Ng et al., 2019). Though we recommend investigations examining novel mediating mechanisms, we urge investigators to consider the economic benefits of choosing and comparing novel mediating processes to three well-recognized mediating factors. The second result of this research is usually related to the pattern of mediators that show linkages between three primary mediators and between antecedents and behavioral outcomes. Our results show that the parallel mediating model provides CSR researchers with two suitable alternative formations for examining the interactions among mediators. Concerning the similar mediating hypothesis, organizational (trust, justice, and identification) explain for higher impacts of perceived CSR on

Table 3 CFA results.

Model-Fitness		Factors	Discriminant validity								
			AVE	OJ	PCSR	CWB's	OT	OI	OC	TI	JS
Absolute	Load	OJ	0.61	0.78	--						
RMSEA	0.08	PCSR	0.53	0.26	0.72	--					
GFI	0.91	CWB's	0.72	0.19	0.18	0.84	--				
RMS	0.07	OT	0.59	0.12	0.11	0.27	0.76	--			
NFI	0.95	OI	0.60	0.09	0.09	0.09	0.10	0.77	--		
Incremental	Load	OC	0.66	0.08	0.07	0.08	0.09	0.08	0.81	--	
AGI	0.94	TI	0.71	0.05	0.05	0.05	0.06	0.05	0.30	0.84	--
CFI	0.97	JS	0.73	0.02	0.03	0.02	0.01	0.04	0.09	0.22	0.85
TLI	0.92										

HTMT Ratio

Factor	PCSR	OJ	OT	OC	OI	JS	CWB's	TI
PCSR	--							
OJ	0.47	--						
OT	0.68	0.54	--					
OC	0.60	0.57	0.80	--				
OI	0.35	0.39	0.30	0.33	--			
JS	0.31	0.42	0.39	0.35	0.64	--		
CWB	0.40	0.30	0.35	0.34	0.33	0.51	--	
TI	0.32	0.38	0.45	0.39	0.39	0.29	0.35	--
Calculated Ratio			0.71 or 71%					

Parsimony — Load — X^2/df — 3.0

AVE average-variance-extraction, *OJ* organizational justice, *PCSR* perceived corporate social responsibility, *CWB's* counter-productive-work-behaviors, *OT* organizational-trust, *OC* organizational-commitment, *TI* turnover-intention, *JS* job-satisfaction, *GFI* goodness-of-fit-index, *RMSEA* root-mean-sqaure-error-approximation, *NFI* normed-fit-index, *RMS* Residula-mean-square, *X^2/df* Chi-square/degree-of-freedom, *AGI* adjusted-good-index.

Table 4 SEM paths.

Direct Effect	Beta	SE	t	p	[CI 95%]	
					Lower	Upper
CSR -> Organizational Commitment	0.210	0.031	6.71	0.000	0.148	0.441
CSR -> Job Satisfaction	0.153	0.260	5.73	0.000	0.298	0.562
CSR -> Counterproductive Work Behavior's	−0.112	0.020	−5.56	0.000	−0.157	−0.218
CSR -> Turnover Intention	−0.117	0.022	−5.43	0.000	−0.128	−0.410

Indirect Effect	Beta	SE	t	p	[CI 95%]	
					Lower	Upper
CSR-> OJ -> Organizational Commitment	0.081	0.015	5.52	0.000	0.149	0.271
CSR-> OT -> Organizational Commitment	0.402	0.028	14.2	0.000	0.347	0.457
CSR-> OI -> Organizational Commitment	0.022	0.007	3.19	0.001	0.008	0.035
CSR-> OJ -> Job Satisfaction	0.033	0.009	3.78	0.000	0.016	0.050
CSR-> OT -> Job Satisfaction	0.054	0.015	3.60	0.002	0.024	0.083
CSR-> OI -> Job Satisfaction	0.262	0.040	6.66	0.000	0.185	0.339
CSR-> OJ -> Counterproductive Work Behavior's	0.055	0.017	3.15	0.000	0.021	0.089
CSR-> OT -> Counterproductive Work Behavior's	0.145	0.031	4.73	0.000	0.085	0.205
CSR-> OI -> Counterproductive Work Behavior's	0.026	0.009	2.94	0.000	0.009	0.044
CSR-> OJ -> Turnover Intention	0.040	0.008	2.17	0.002	0.004	0.079
CSR-> OT -> Turnover Intention	0.096	0.035	2.98	0.001	0.033	0.159
CSR-> OI -> Turnover Intention	0.014	0.007	2.02	0.000	0.003	0.031

O original sample, *M* sample mean, *STDEV* standard deviation, *CI* confidence-interval.

outcome variables. There are two implications for further study from this discovery. The first is self-evident: the structure of the outcomes determines the relative effects of specific mediating mechanisms.

In conclusion, the current study significantly adds to the knowledge of how perceived CSR affects employee attitudes and behaviors by finding several crucial mediating processes and their formation structures. The parallel framework can direct future studies in the following areas: (a) recognizing and identifying added mediators; (b) constructing and evaluating parallel frameworks of multiple mediating variables to evaluate the case

specifically of contending processes; and (c) establishing and testing mediating models to investigate the multi-step mechanisms by which CSR influences employee behaviors and attitudes. Our research has significant practical implications. The parallel mediating framework consistently shows that perceived CSR results in positive attitudes and behaviors. Our analysis thus offers concrete evidence that encourages businesses and managers to engage in CSR initiatives. Additionally, these beneficial results result from how employees view CSR, underscoring the significance of feedback and interaction regarding CSR activities. To contribute in a timely and productive manner, enterprises

should participate in CSR and explain CSR actions and their importance to employees. Lastly, the simultaneous mediation processes relating favorable employee reactions and CSR perceptions underscore how crucial it is for businesses and executives to create and preserve long-lasting, mutually advantageous partnerships with all parties involved.

Limitations and future area. A notable limitation of the study was the exclusion of numerous intriguing and significant mediating cum moderating factors due to a lack of empirical studies supporting their inclusion precisely in micro-CSR. Future studies could build on the knowledge gained from this study by adding new mediating and moderating factors to enhance our understanding of CSR. We recommend more studies of novel behavioral outcome measures like employee CSR practices, innovation, and job performance. Future research must also investigate possible prejudices by using methodological triangulation measures. Secondly, causality has yet to be established despite the persistent mediation association. Longitudinal field experiments could be used in future studies to verify the theoretical frameworks. Lastly, we should have looked at the actual CSR impact. We used multivariate modeling to assess the mediation influence of organization (trust, justice and identification) in an association between perceived CSR and employees' attitudes and behavior. The variability between the perceived CSR categories, i.e., actual and perceived CSR, and other determinants and moderators should be tested more thoroughly in future work.

Data availability

The statistical data that underlie the findings of this research is available upon request. However, the dataset contains sensitive information and personally identifiable data, and thus, the release of the data is subject to ethical and legal restrictions. Any requests for access to the data should be made to the corresponding author and will be evaluated on a case-by-case basis, taking into consideration the necessity of access and compliance with applicable data protection and privacy regulations.

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Author contributions

Competing interests

The authors declare no competing interests.

Ethical approval

We followed the standard procedures and utilized validated measurement instruments. The study was conducted in accordance with the guidelines of the Declaration of Helsinki. Furthermore, we obtained approval from the Ethics Committee of the IQRA National University, Swat, Pakistan via Letter: Ref: Inuswat/Asst Reg/2023/1132 (letter enclosed attached).

Informed consent

Before participating in the study, all research participants were provided with clear and comprehensive information about the research objectives, their rights, and the nature of their involvement. Participants were required to provide informed consent willingly and voluntarily. Participation in the research was entirely voluntary, and participants were free to withdraw from the study at any time without facing any adverse consequences.

Additional information

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