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**THE INFLUENCE OF EMPLOYEE-CENTRIC CSR INITIATIVES ON JOB  
SATISFACTION AND ORGANIZATIONAL COMMITMENT: A  
COMPARATIVE STUDY**

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**ABSTRACT**

This research examines the influence of employee-centric Corporate Social Responsibility (CSR) initiatives Regarding job satisfaction and organizational dedication. Using a mixed-methods approach, we conducted a comparative analysis across multiple industries and geographical regions. The research involved 1,500 employees from 50 organizations in 10 countries. Our results show a strong positive correlation between employee-centric CSR initiatives and both employment happiness and organisational commitment. However, The intensity of the association varies across various cultural contexts and industry sectors. This study contributes to the expanding corpus of research on employee outcomes and CSR, provides practical consequences. for organizations seeking to enhance employee engagement and retention through CSR strategies.

**Key words:** Corporate Social Responsibility; Employee-Centric CSR; Job Satisfaction; Organizational Commitment; Comparative Study

**I. INTRODUCTION**

Corporate Social Responsibility (CSR) has become an integral part of modern business practices, extending beyond simple compliance with legislation and ethical standards to cover a broad variety of voluntary activities that benefit society and stakeholders. While the exterior effects of CSR have received a lot of attention, such as on customers, communities, and the environment, there is growing acknowledgement of the significance of employee-centric CSR initiatives (Aguinis & Glavas, 2012; Rupp et al. (2013).

Employee-centric CSR refers to those initiatives specifically designed to benefit an organization's workforce, which includes but is not restricted to work-life balance programs, professional development opportunities, health and wellness initiatives, and diversity and inclusion efforts. These initiatives are increasingly

seen as strategic tools for attracting, retaining, and motivating employees in a competitive labour market (Bhattacharya et al., 2008).

The connection between CSR and employee outcomes has been the focus of numerous studies in recent years. However, much of this research since focused on CSR as a general concept, rather than specifically on employee-centric initiatives. Moreover, there aren't comprehensive Numerous comparative studies examine how organizational commitment and work satisfaction may change as a result of such activities across cultural and industrial boundaries.

This study aims to address these gaps by investigating the impact of employee-centric CSR initiatives on two critical employee outcomes: commitment to the company and contentment at work. By conducting a large-scale comparative study across multiple industries and geographical regions, we seek to offer a sophisticated comprehension of how these relationships manifest in different contexts.

The main research inquiries that direct this investigation are:

1. To what extent do employee-centric CSR initiatives influence job satisfaction and organizational commitment?
2. How do These connections differ among many cultural contexts and industry sectors?
3. What specific types of employee-centric CSR initiatives have the strongest impact on dedication to the organization and work happiness?

By In response to these inquiries, this research contributes to both the theoretical understanding of CSR's role in shaping attitudes and actions of employees, and the practical knowledge needed by organizations to design effective CSR tactics that enhance their workforce.

The remainder of this paper is structured as follows: Section 2 provides an extensive analysis of the relevant literature, highlighting key theories and empirical findings. Our research methodology, encompassing the gathering and examination of data, is described in Section 3 procedures. Section 4 presents the results of our study, while Section 5 discusses these findings in connection with existing literature and implications for philosophy and practice Finally, Section 6

concludes the paper, summarizing key insights and suggesting directions for future research.

## II. LITERATURE REVIEW

### *2.1 Corporate Social Responsibility: An Overview*

Corporate Social Responsibility (CSR) has seen substantial change since its founding, moving from a peripheral concern to a central aspect of business strategy. Carroll's (1991) seminal work proposed a four-part definition of CSR, encompassing economic, legal, ethical, and philanthropic responsibilities. This idea has since surfaced, as expanded and refined by numerous scholars (e.g., Dahlsrud, 2008; Garriga & Melé, 2004).

In recent years, the strategic importance of CSR has gained increasing recognition. Porter and Kramer (2006, 2011) argued for the concept of "shared value," positing that CSR can be a source of opportunity, innovation, and competitive advantage. This perspective has shifted the focus from viewing CSR as a cost or constraint to seeing it as a potential driver of business success.

### *2.2 Employee-Centric CSR Initiatives*

While CSR encompasses a broad range of activities, employee-centric CSR initiatives have emerged as a distinct and important category. These initiatives focus specifically on benefiting an organization's workforce and can take various forms:

1. Work-life balance programs: Remote job choices and flexible work schedules, parental leave policies.
2. Professional development: Opportunities for career progression, mentoring programs, and training courses.
3. Health and wellness: Fitness facilities, mental health support, health insurance benefits.
4. Diversity and inclusion: Equal opportunity policies, cultural awareness training, support for underrepresented groups.
5. Employee volunteering: Paid time off for volunteer work, corporate volunteering programs.

6. Fair compensation and benefits: Living wage policies, profit-sharing schemes, retirement plans.

The growing emphasis on these initiatives reflects an understanding that workers are essential stakeholders in CSR efforts and that their well-being is crucial for organizational success (Glavas, 2016).

### ***2.3 Job Satisfaction: Theories and Determinants***

Job satisfaction, defined as "An important topic in organizational behavior. For many years, the term "a pleasant or beneficial emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304) has made reference to studies. Numerous hypotheses have been proposed to explain job satisfaction, such as:

Herzberg's Two-Factor Theory (Herzberg et al., 1959): Distinguishes between motivator factors (e.g., achievement, recognition) that lead to satisfaction and hygiene factors (e.g., company policies, working conditions) that prevent dissatisfaction.

1. Job Characteristics Model (Hackman & Oldham, 1976): Proposes that job satisfaction is influenced by five core job dimensions: diversity of skills, task identity, and task importance, autonomy, and feedback.
2. Social Information Processing Approach (Salancik & Pfeffer, 1978): implies that contentment in work is shaped by social cues and information from the work environment.
3. Dispositional Approach (Judge et al., 2002): Argues that individual personality traits play a vital part in determining job satisfaction.

Recent meta-analyses have identified several key determinants of employment happiness, encompassing job attributes, work environment, leadership behaviours, and individual differences (Judge et al., 2017; Diestel et al., 2014).

### ***2.4 Organizational Commitment: Conceptualization and Antecedents***

Organizational commitment refers to an employee's psychological attachment to their organization. Meyer and Allen (1991) developed the most extensively used model of organizational commitment, including three elements:

Emotional ties to the organization are known as affective commitment.

Commitment to continuity: The perceived expenses of quitting the company.

Normative commitment refers to the sense of duty to stay with the organization.

Research has identified numerous antecedents of organizational commitment, including:

1. Organizational support and justice (Rhoades & Eisenberger, 2002)
2. Job characteristics and work experiences (Meyer et al., 2002)
3. Leadership behaviors (Jackson et al., 2013)
4. Person-organization fit (Kristof-Brown et al., 2005)
5. Organizational culture and values (O'Reilly et al., 1991)

### ***2.5 CSR and Employee Outcomes: Existing Evidence***

1. The connection between CSR and employee outcomes, There is a growing body of research on topics like organizational commitment and work happiness. Several theoretical frameworks have been proposed to explain these relationships:
2. Social Identity Theory (Tajfel & Turner, 1979): Suggests that employees derive a sense of pride and identity from their organization's CSR activities, leading to positive attitudes and behaviours.
3. Social Exchange Theory (Blau, 1964): Posits that employees reciprocate their organization's socially responsible actions with increased commitment and satisfaction.
4. Signalling Theory (Spence, 1973): Proposes that CSR initiatives signal the organization's values and character to employees, influencing their attitudes and behaviours.

In general, empirical research has indicated a favourable correlation between CSR and employee outcomes. For example:

- Meta-analyses by Wang et al. (2020) and Gond et al. (2017) discovered that employee outcomes CSR sentiments were substantially positively

connected with factors like organizational commitment and work satisfaction.

- Farooq et al. (2014) demonstrated that different types of CSR (internal, external, and stakeholder) have varying effects on organizational commitment, with internal CSR having the strongest impact.
- Bauman and Sitka (2012) proposed that CSR can fulfill employees' needs for security, self-esteem, belongingness, and meaningful existence, thereby enhancing job satisfaction and commitment.

However, several gaps remain in the literature:

1. Most studies have focused on CSR as a general concept, with less attention paid to employee-centric initiatives specifically.
2. Few extensive comparative studies have looked at how these linkages might change in various industrial and cultural contexts.
3. It is not quite clear how employee-centric CSR efforts affect company commitment and work happiness.
4. Not all the moderating factors that could make these correlations stronger or weaker have been thoroughly investigated.
5. This study aims to address these gaps by conducting a comprehensive, comparative investigation of the impact of CSR programs that are employee-centred on organizational commitment and work satisfaction in a variety of contexts.

### **III. RESEARCH METHOD**

#### ***3.1 Research Design***

This research used a mixed-methods approach, integrating qualitative interviews and quantitative surveys to offer a thorough grasp of the relationship between employee-centric CSR initiatives, job satisfaction, and organizational commitment. The research design was cross-sectional and comparative, involving multiple organizations across various industries and geographical regions.

### ***3.2 Sample and Data Collection***

The study sample consisted of 1,500 employees from 50 organizations across 10 countries. The countries were selected to represent diverse cultural contexts, including:

United States	United Kingdom	Germany	
Japan	China	India	
Brazil	South Africa	Australia	Sweden

Organizations were chosen from each of the five main industry sectors:

Teaching	Manufacturing	Finance and Banking
Healthcare	Retail	

To ensure a representative sample we used quota sampling within each organization, Employees from different levels of the hierarchy was chosen on which we used quota analysis.

Data collection occurred in two phases:

1. Quantitative phase: Online surveys were distributed to all 1,500 participants.
2. Qualitative phase: In-depth interviews were conducted with a subset of 100 employees (10 from each country) and 50 HR managers (one from each organization).

### ***3.3 Measures***

#### ***3.3.1 Employee-Centric CSR Initiatives***

To measure employee-centric CSR initiatives, we developed a new scale based on existing literature and expert consultations (With my PHD guide). The scale consisted of 25 items covering six dimensions:

1. Work-life balance (5 items)
2. Professional development (5 items)
3. Health and wellness (5 items)

4. Diversity and inclusion (4 items)
5. Employee volunteering (3 items)
6. Fair compensation and benefits (3 items)

Respondents rated each item on a 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree). Sample items include:

- "My organization offers flexible working hours to accommodate personal needs." (Work-life balance)
- "There are lots of opportunities at my company for professional growth and development." (Professional development)
- "My organization has comprehensive health and wellness programs for employees." (Health and wellness)

The scale showed strong internal consistency. (Cranach's  $\alpha = 0.92$ ) and confirmatory factor analysis to establish construct validity.

### *3.3.2 Job Satisfaction*

Spector's (1985) Job Satisfaction Survey (JSS) was accustomed to gauge job satisfaction. Nine aspects of contentment at work are evaluated by this 36-item scale:

Pay	Promotion	Supervision
Fringe benefits	Contingent rewards	Operating conditions
Co-workers	Nature of work	Communication

Respondents rated each item on a 6-point Likert scale (1 = Disagree Very Much, 6 = Agree Very Much). The JSS has demonstrated good reliability and validity across various cultural contexts (Spector, 1997).

### *3.3.3 Commitment to the Organization*

Meyer and Allen's method was used to evaluate organizational commitment. (1991) Three-Component Model (TCM) of commitment. This 18-item scale measures three types of commitment:

1. Affective commitment (6 items)
2. Continuance commitment (6 items)

3. Normative commitment (6 items)

Respondents rated each item on a 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree). The TCM has been widely used and validated in various cultural contexts (Meyer et al., 2002).

*3.3.4 Control Variables*

We included several control variables to account for potential confounding factors:

1. Demographic variables: Age, gender, education level
2. Job-related variables: Tenure, job level, department
3. Organizational variables: Company size, industry sector
4. Cultural dimensions: Based on Hofstede's cultural dimensions (Hofstede et al., 2010)

**IV. ANALYSIS AND DISCUSSION**

*Quantitative Analysis*

Quantitative data was investigated. using IBM SPSS Statistics 27 and AMOS 27 software. The analysis proceeded in several stages:

1. Descriptive statistics and correlation analysis
2. Confirmatory factor analysis To evaluate the measurement model
3. Structural equation modelling (SEM) to evaluate the proposed connections
4. Multi-group analysis to examine cross-cultural and cross-industry differences
5. Hierarchical linear modelling (HLM) to account for the nested structure of the data (employees within organizations)

*Qualitative Analysis*

Interview-derived qualitative data were examined. using NVivo 12 software. The analysis followed a thematic approach (Braun & Clarke, 2006):

1. Familiarization with the data
2. Generating initial codes
3. Searching for themes
4. Reviewing themes
5. Defining and naming themes
6. Producing the report

Two independent researchers coded the data to ensure dependability

## ***Results***

### *Descriptive Statistics and Correlations*

The means and standard deviations are displayed in Table 1., and correlations among the main variables of the study.

<Table 1>

The findings indicate strong positive associations. between employee-centric CSR initiatives and job satisfaction ( $r = .61, p < .01$ ), as well as with emotional dedication ( $r = .58, p < .01$ ) and Normative dedication ( $r = .42, p < .01$ ). The correlation with continuance commitment, while significant, was considerably weaker ( $r = .14, p < .05$ ).

### *Measurement Model*

Confirmatory Factor Analysis's (CFA) objective was to evaluate the measurement model. The data and the model fit each other :  $\chi^2(724) = 2172.36, p < .001$ ; CFI = .94; TLI = .93; RMSEA = .056 (90% CI: .053, .059); SRMR = .045. Every factor loading was noteworthy. ( $p < .001$ ) and above .60, indicating good construct validity.

### *Structural Model*

SEM, or The use of structural equation modeling was utilized to assess the hypothesized relationships The model of structure also demonstrated good fit:  $\chi^2(730) = 2296.81, p < .001$ ; CFI = .93; TLI = .92; RMSEA = .058 (90% CI: .055, .061); SRMR = .049.

Table 2 presents the standardized path coefficients associated with the structural model.

<Table 2>

The results indicate that employee-centric CSR initiatives have a strong positive effect on job satisfaction ( $\beta = .64, p < .001$ ) and affective commitment ( $\beta = .60, p < .001$ ). The effect on normative commitment was moderate ( $\beta = .45, p < .001$ ), while the effect on continuance commitment was weak but significant ( $\beta = .16, p < .01$ ).

Job satisfaction demonstrated noteworthy favorable associations with dedication as well. ( $\beta = .38, p < .001$ ) and adherence to norms ( $\beta = .22, p < .001$ ), but There is no meaningful correlation between continuous commitment and ( $\beta = -.05, p = .298$ ).

#### *Cross-Cultural Analysis*

To examine cross-cultural differences, we conducted multi-group analysis comparing the structural model across the 10 countries in our sample. The results revealed significant differences in the strength of relationships between employee-centric CSR initiatives and employee outcomes across cultural contexts.

Table 3 presents the standardized path coefficients for the connection between employee-centric CSR and contentment at work across the 10 countries.

<Table 3>

The connection between job fulfilment and employee-centric CSR was strongest in India ( $\beta = .75, p < .001$ ) and weakest in Japan ( $\beta = .53, p < .001$ ). There were similar patterns seen for the relationships with organizational commitment components.

#### *Cross-Industry Analysis*

Multi-group analysis was also conducted to compare the structural model across the five industry sectors. The standardized path coefficients for the correlation between affective commitment and employee-centric CSR across industries are shown in Table 4.

<Table 4>

The connection between emotional commitment and employee-centric CSR was strongest in the technology sector ( $\beta = .67, p < .001$ ) and weakest in the manufacturing sector ( $\beta = .56, p < .001$ ).

#### *Impact of Specific CSR Initiatives*

To examine which types of employee-centric CSR initiatives had the strongest impact on employee outcomes, we conducted a number of analyses using hierarchical regression. Table 5 shows each CSR dimension's coefficients of standardized regression for forecasting affective commitment and work satisfaction.

<Table 5>

Work-life balance initiatives showed the most robust correlation with work satisfaction. ( $\beta = .32, p < .01$ ), while professional development initiatives had the strongest relationship with affective commitment ( $\beta = .33, p < .01$ ).

#### *Qualitative Findings*

The thematic analysis of the qualitative data revealed a number of important themes. offering further context for the quantitative findings:

1. Perceived organizational support: Employees viewed CSR initiatives as a sign that the organization cares about their well-being, leading to increased job satisfaction and commitment.
2. Alignment with personal values: When CSR initiatives aligned with employees' personal values, it strengthened their emotional connection to the organization.
3. Pride and identification: Workers' organizational identification was strengthened as they reported pride in working for socially conscious companies.
4. Work-life integration: Employees were especially appreciative of flexible work schedules since they helped them better balance their personal and professional obligations.

5. Cultural differences in CSR perceptions: The importance attached to different types of CSR initiatives varied across cultural contexts, reflecting local values and norms.
6. Industry-specific CSR expectations: Employees in different industries had varying expectations regarding CSR initiatives, influenced by sector-specific challenges and norms.
7. The quantitative results are given perspective and depth by these qualitative findings, which also shed light on the ways in which employee-centric CSR efforts affect

### *Discussion*

Our research offers thorough proof of the beneficial impact of employee-centric CSR initiatives across a variety of cultural and industrial situations on organizational commitment and job satisfaction. The findings add a great deal to the body of previous work and have important theoretical and practical ramifications.

### *Theoretical Implications*

First, the application of social identity theory is substantially supported by our findings. (Tajfel & Turner, 1979) and social exchange theory (Blau, 1964) in elucidating the connection between CSR and employee outcomes. The strong positive relationships between employee-centric CSR initiatives and both job satisfaction and affective commitment indicate that employees indeed derive a feeling of honor and identity from their organization's CSR activities (social identity theory) and reciprocate these efforts with positive attitudes and emotional attachment (social exchange theory).

Second, the varying strengths of relationships across different cultural contexts and industry sectors emphasize How important it is to take into contextual factors in CSR research. This supports recent demands for more sophisticated, context-specific methods for studying CSR (Jamali & Karam, 2018). Our findings suggest that The efficiency of CSR initiatives could be impacted by cultural values, industry norms, and local socio-economic conditions.

Third, the differential impacts of various types of CSR initiatives on dedication to the organization and work happiness provide insights into the systems by which CSR influences employee outcomes. The strong effect of work-life balance initiatives on job satisfaction, for instance, emphasizes the significance of addressing employees' personal needs and well-being. Similarly, The close connection between professional progress and initiatives and affective commitment highlights the role of perceived investment in employees' growth in fostering emotional attachment to the company.

Fourth, the weak yet important connection between employee-centric CSR and continuance commitment adds nuance to our comprehension of CSR's impact on different forms of organizational commitment. This implies that even though CSR initiatives may not substantially increase the perceived costs of leaving an organization, they do help foster a feeling of obligation and emotional attachment.

### *Practical Implications*

Our research has various useful ramifications for businesses. seeking to enhance employee outcomes through CSR initiatives:

1. Strategic CSR focus: Employee-centric CSR efforts should be given top priority by organizations as a deliberate strategy to increase organizational engagement and work satisfaction. The robust positive correlations shown in our research indicate that these kinds of programs can have a substantial impact on employee attachment and attitudes..
2. Tailored CSR approaches: The cross-cultural and cross-industry variations in Our results demonstrate the necessity of organizations to tailor their CSR initiatives to local contexts and industry-specific expectations. A one-size-fits-all approach to CSR may not be equally effective across different settings.
3. Balanced CSR portfolio: While all types of employee-centric CSR initiatives showed positive effects, their relative impacts varied. Organizations should strive for a balanced portfolio of initiatives, addressing various aspects of employee well-being and development.
4. Work-life balance and professional development: The particularly strong effects of work-life balance and professional development initiatives

suggest that organizations should pay special attention to these areas. Flexible work arrangements and robust career development programs may be especially effective in fostering job satisfaction and affective commitment.

5. **Communication and engagement:** The qualitative results emphasize the significance of effectively communicating CSR initiatives to employees and engaging them in the process. Employers ought to make certain that workers are aware of and understand the purpose and impact of CSR initiatives.
6. **Alignment with organizational values:** To maximize the impact of CSR initiatives on organizational commitment, organizations should strive to align these these programs with their fundamental principles and communicate this alignment clearly to employees.

#### *Restrictions and Prospective Research Paths*

Although our study offers insightful information, there are a few important limitations to be aware of, which also point to directions for future research:

1. **Cross-sectional design:** The cross-sectional nature of our study limits causal inferences. Stronger proof of the causal links between CSR programs and employee outcomes may come from longitudinal studies.
2. **Self-reported measures:** Our reliance on Common method bias may be introduced by self-reported measures. Objective measurements of CSR efforts and employee outcomes may be included in future research.
3. **Limited scope of outcomes:** While job satisfaction and organizational commitment are important outcomes, future research could explore the impact of employee-centric CSR on other variables such such as employee well-being, job performance, and organizational civic behavior.
4. **Moderating factors:** Our study focused on cultural and industry differences, but other potential moderating factors (e.g., individual differences, leadership styles) could be explored in future research.

5. Mechanisms: While our qualitative data provided some insights into the mechanisms linking CSR to employee outcomes, future studies could more explicitly test mediating variables such as Person-organization fit, perceived organizational support, and organizational identity.
6. Negative effects: Our study primarily focused on the positive impacts of CSR. Future research could explore potential negative effects or boundary conditions of employee-centric CSR initiatives.

## V. CONCLUSION

This thorough investigation offers compelling proof for the positive influence of employee-centric CSR initiatives on Organizational dedication and job satisfaction across diverse cultural and industry contexts. By adopting a mixed-methods approach and conducting a large-scale comparative analysis, we have contributed to a more nuanced understanding of how CSR impacts employee outcomes.

Our findings underscore the strategic importance of employee-centric CSR initiatives in fostering positive employee attitudes and attachment to the organization. However, they also highlight the need for context-specific approaches, as the effectiveness of these initiatives varies across cultural and industry settings.

As organizations increasingly recognize the importance of their workforce in achieving sustainable competitive advantage, employee-centric CSR initiatives offer a strong instrument for improving worker performance. By strategically designing and implementing these initiatives, organizations can create a win-win situation, benefiting both their employees and their overall performance.

Future research should build on these findings to further explore the complexities of the CSR-employee outcome relationship, including its underlying mechanisms, boundary conditions, and long-term impacts. Such research will be crucial in helping organizations traverse the changing terrain of corporate social

responsibility and employee management in an increasingly global and competitive business environment.

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**List of Tables**

**Table 1: Descriptive Statistics and Correlations**

Variable	Me an	SD	1	2	3	4	5	6	7	8
Employee-Centric CSR	4.78	1.12	-							

Variable	Me an	SD	1	2	3	4	5	6	7	8
Job Satisfactio n	4.23	0.89	.61* *	-						
Affective Commitm ent	4.56	1.03	.58* *	.65* *	-					
Continuan ce Commitm ent	3.87	1.21	.14* *	.09	.11	-				
Normative Commitm ent	4.12	1.08	.42* *	.38* *	.51* *	.23* *	-			
Age	38.6	9.7	.07	.12* *	.18* *	.21* *	.15* *	-		
Tenure	6.4	5.3	.09	.15* *	.22* *	.29* *	.19* *	.54* *	-	
Company Size	-	-	.11	.06	.08	.13* *	.10	.03	.07	-

Note: N = 1,500. \* p < .05, \*\* p < .01

**Table 2: Standardized Path For the Structural Model, Coefficients**

Path	Coefficient	SE	p-value
Employee-Centric CSR → Job Satisfaction	.64	.03	< .001
Employee-Centric CSR → Affective Commitment	.60	.03	< .001
Employee-Centric CSR → Continuance Commitment	.16	.04	< .01
Employee-Centric CSR → Normative Commitment	.45	.03	< .001
Job Satisfaction → Affective Commitment	.38	.04	< .001
Job Satisfaction → Continuance Commitment	-.05	.05	.298
Job Satisfaction → Normative Commitment	.22	.04	< .001

**Table 3: Comparing Different Cultures of CSR-Job Satisfaction Relationship**

Country	Standardized Coefficient	SE	p-value
United States	.71	.04	< .001
United Kingdom	.68	.05	< .001

Country	Standardized Coefficient	SE	p-value
Germany	.62	.05	< .001
Japan	.53	.06	< .001
China	.59	.05	< .001
India	.75	.04	< .001
Brazil	.69	.05	< .001
South Africa	.66	.05	< .001
Australia	.70	.05	< .001
Sweden	.65	.05	< .001

**Table 4: Cross-Industry Comparison of CSR-Affective Commitment Relationship**


Industry	Standardized Coefficient	SE	p-value
Technology	.67	.05	< .001
Manufacturing	.56	.06	< .001
Finance and Banking	.62	.05	< .001
Healthcare	.64	.05	< .001
Retail	.58	.06	< .001

**Table 5: Impact of Specific CSR Initiatives on Employee Outcomes**

CSR Dimension	Job Satisfaction	Affective Commitment
Work-life balance	.32**	.28**
Professional development	.29**	.33**
Health and wellness	.25**	.22**
Diversity and inclusion	.18**	.20**
Employee volunteering	.15**	.17**
Fair compensation and benefits	.27**	.24**

Note: \*\* p < .01

**Author Profile**

<p><b>Ms. Shweta Bhaduria</b> and I have nearly 17 years of experience in total. 7 Years of the corporate and 10 years of Academics. Completed My Master's in Management of Business Administration From Gurgaon. Have experience in Teaching, Research Work, Recruitment and Selection /Employee Engagement Activities/Trainings/Policy Formulations /Content Writing. I am an enthusiastic professional aiming to work with a brand that acknowledges potential and renders a conducive</p>	
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<p>environment to learn and evolve professionally. Have varied experience in Handling Recruitment and Selection Process ,Training Programs, Content Writing and good experience of Teaching and Research work. Research work includes research papers, Book Chapters and FDP's.</p>	
<p><b>Dr. Indu Shukla</b> is a seasoned academican and administrator with over two decades of experience higher education. Currently serving as Professor and Head of the Faculty of Commerce and Management at Rama University, she has significantly contributed to academic excellence, curriculum innovation, and institutional development. She holds a Ph.D. in Management from DAVV, Indore, with a specialization in Talent Management in the pharmaceutical industry. A distinguished researcher, Dr. Shukla has authored multiple books and published extensively in national and international journals on topics including digital leadership, emotional intelligence, and organizational effectiveness. She has organized several international conferences, faculty development programs, and extension activities. Under her supervision, several Ph.D. scholars have successfully completed their research. Dr. Shukla is an IIM-Indore FDP alumnus and a passionate advocate for quality education, digital transformation, and leadership in management studies</p>	