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Perceived CSR on Career Satisfaction: A Moderated Mediation Model of Cultural Orientation (Collectivism and Masculinity) and Organisational Pride

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Abstract: Previous studies depicted an association between perceived corporate social responsibility (CSR) and career satisfaction. Yet, the understanding of this fundamental connection is limited. This study examined the micro-foundations of CSR to elucidate the impact of workers' CSR opinions on their career satisfaction. We established a moderated mediation model that incorporated perceived CSR, career satisfaction, organisational pride, and cultural alignment (collectivism and masculinity) based on a sample of 383 respondents using convenience sampling. Data were gathered on employees working in Saudi Arabian industries with well-executed CSR programs. Andrew Hayes' Process Macros were used to test the hypotheses. Results showed that organisational pride partially mediated the association between perceived CSR and career satisfaction. Masculinity weakened the association between perceived CSR and organisational pride, and negatively moderated the association between perceived CSR, organisational pride, and career satisfaction. Conversely, collectivism positively moderated the perceived CSR and organisational pride link. This study extends the CSR literature by investigating one of the under-researched outcomes of CSR at an employee level, that is, career satisfaction. It also adds to the current body of knowledge by exploring the boundary conditions of the perception–emotion–behaviour link in employees. This study recommends that policymakers should focus more on CSR programs and collectivism to improve the career satisfaction of employees. Limitations and future recommendations are also discussed at the end.

Keywords: CSR; career satisfaction; organisational pride; collectivism; masculinity



Citation: Mansour, M.; Alaghbari, M.A.; Beshr, B.; Al-Ghazali, B.M. Perceived CSR on Career Satisfaction: A Moderated Mediation Model of Cultural Orientation (Collectivism and Masculinity) and Organisational Pride. *Sustainability* **2023**, *15*, 5288. <https://doi.org/10.3390/su15065288>

Academic Editors: Cheng-Wen Lee and Jonqlan Lin

Received: 10 February 2023

Revised: 8 March 2023

Accepted: 13 March 2023

Published: 16 March 2023



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1. Introduction

There is a large body of macro-level CSR literature [1]. Nonetheless, the knowledge of CSR micro-foundations, such as employees' opinions of CSR and its influence on employee prospects, behaviours, and consequences, is limited. Employees are vital to implementing successful CSR strategies. Perceived CSR implies employee views on the implementation of CSR programs, actions, and initiatives [2]. An employee will have a positive view of CSR if they recognise their organisation's genuine efforts towards the environment, society, and other stakeholders. By contrast, employees will negatively perceive CSR initiatives if employees do not genuinely aid in environmental conservation or societal well-being.

Various studies have postulated the influence of perceived CSR on employees' company loyalty, identity, job gratification, citizenship attitude, creativity, innovativeness,

turnover intent, retention, engagement, job burnout, detrimental work behaviour, emotional fatigue, job success, and work performance [3–6]. The association between CSR perceptions and career satisfaction is vital but remains understudied [7]. To fill this gap, this study aimed to empirically examine the relationship between CSR perceptions and career satisfaction.

Several institutional, organisational, and individual consequences are associated with CSR [8,9]. At the institutional level, CSR strengthens organisational reputation and stakeholder relations [7]. Despite studies depicting that CSR positively influences employees, there is limited knowledge of the underlying mechanism [7]. Ref. [10] revealed that ethically accountable corporations are perceived as attractive and desirable as they retain intangible resources (innovation, commitment-based HR approaches, repute, and humanistic culture).

Vocational frameworks fluctuate, and it is imperative to determine an individual's career satisfaction influences. Moreover, career satisfaction establishes an energetic labour force and preserves talent vital to organisational accomplishment. Pride is one of the strongest emotions that an employee can feel, leading to various behaviours such as job fulfilment and organisational pride. Employees devote most of their time to working, and organisational attractiveness and associations influence occupational outcomes [7]. Opinions on one's organisation are established gradually through experiences at work and sentiments. Organisational pride indicates employees' hedonic feelings or organisational attachment. Therefore, organisations must undertake CSR initiatives to develop a positive reputation among workers [11] to increase organisational pride. This study investigated the perception–emotion–behaviour structure by inspecting the socio-emotional micro-foundations of CSR. The conceptual model is supported by the social identity theory as well as the social exchange theory. According to the social identity theory, a person's identity is influenced by collective associations that lead to emotional attachment. When an organisation engages in CSR practices, an employee might perceive the organisation to be socially responsible (perception). This perception of positive organisational practices helps an employee to associate strongly with such an organisation (emotion), which can result in providing more motivation to work and stay in the organisation (behaviour). Moreover, the social exchange theory claims that the norm of reciprocity exists among parties such that whatever is performed by one party is reciprocated by another party. This implies that when CSR is perceived by an employee to be positive, the tendency to reciprocate the positivity is seen in their behaviour and emotions in the form of organisational pride and career satisfaction.

An organisation that possesses prestige, value, repute, ethicality, social responsibility, and esteem will lead to increased work pride and career satisfaction. CSR correlates with organisational prestige and reputation. Organisations actively engage in CSR initiatives to exhibit ethical and social responsibility. Furthermore, irresponsible practices, such as poor environmental management systems showing disregard towards the environment and society at large and other unethical decisions, increase pressure on organisational repute [11]. Therefore, stakeholders view the degree of engagement in CSR as a criterion for reputation. Employees that recognise CSR as organisational prestige contributors will enhance their organisational pride.

There are two research gaps that this study intends to fill. First, the micro-foundation of CSR and employees' perspectives about CSR programs are still not well-established in current research. This study intends to fill this research gap by examining how employees' perceptions of CSR affect their behaviour, such as career satisfaction. Second, the intervening mechanism explaining the link between CSR and an employee's outcomes is also either unknown or inconclusive. The current study intends to fill this research gap by investigating the effect of CSR on an important outcome for employees in organisation, i.e., career satisfaction. Individual characteristics are imperative boundary conditions to better comprehend the influences of CSR perceptions on career satisfaction through organisational pride. This study investigated the influence of facilitating cultural orientations (i.e., collectivism and masculinity) on CSR-linked organisational pride and career satisfaction.

Previous studies elucidated that individual cultural alignments have a strong influence on workforce outcomes [2,12]. This study presumes that employees with high collectivism and low masculinity will exhibit greater organisational pride depending on their CSR perceptions. In collectivist societies, people tend to prefer group goals over individual goals and they behave in ways that could improve the overall society. Employees with greater collectivism associate more strongly with organisations that take part in CSR activities. When an organisation initiates programs directed towards the betterment of the society and environment, employees with collectivist personalities display greater organisational pride. By contrast, people with weaker collectivism do not associate themselves with groups. They prefer individual goals and betterment over social good, goals, and objectives. Even when organisations implement CSR programs, they do not get emotionally attached to the organisation to a great extent because the programs do not serve their individual goals. This is why the effect of CSR on organisational pride weakens with low levels of collectivism.

This study contributes specifically to the human resource management literature in two ways. First, the relationship between CSR perceptions and career satisfaction is minimally researched, as there are few studies on the impact of CSR opinions on workforce outcomes [7,11] and the facilitators involved. Therefore, a moderated mediation model was developed in this study to investigate the simultaneous facilitating impacts of organisational pride and cultural values (collectivism and masculinity). Second, the micro-level CSR impacts must be further examined [7] to comprehend employees' responses to CSR activities and their influence on career satisfaction. Overall, linking micro-foundations of CSR with employees' career satisfaction is an addition to the field of human resource management, organisational behaviour, and corporate social responsibility. Cultural values, especially collectivism and masculinity, are important boundary conditions that would help academicians and practitioners to better understand the mechanism linking CSR with career satisfaction. As CSR perceptions depend significantly on cultural orientation, introducing collectivism and masculinity would benefit managers to understand CSR in light of their own cultural values. There are reasons to focus on Saudi Arabia. First, the government, as well as other regulators, have increasingly paid attention to the notion of CSR and, in order to ensure the environment and society are priorities, a greater number of organisations are focusing on CSR. Second, employees have also been given more emphasis in recent years in Saudi Arabia. There are some studies on the career satisfaction of employees in the Saudi Arabian context. Third, Saudi culture is collectivist and masculine and this study would be an addition to how these cultural orientations play their boundary conditioning role in the CSR–career satisfaction link. As this study is specifically focused on Saudi Arabia, Figure 1 depicts the research model of this study.

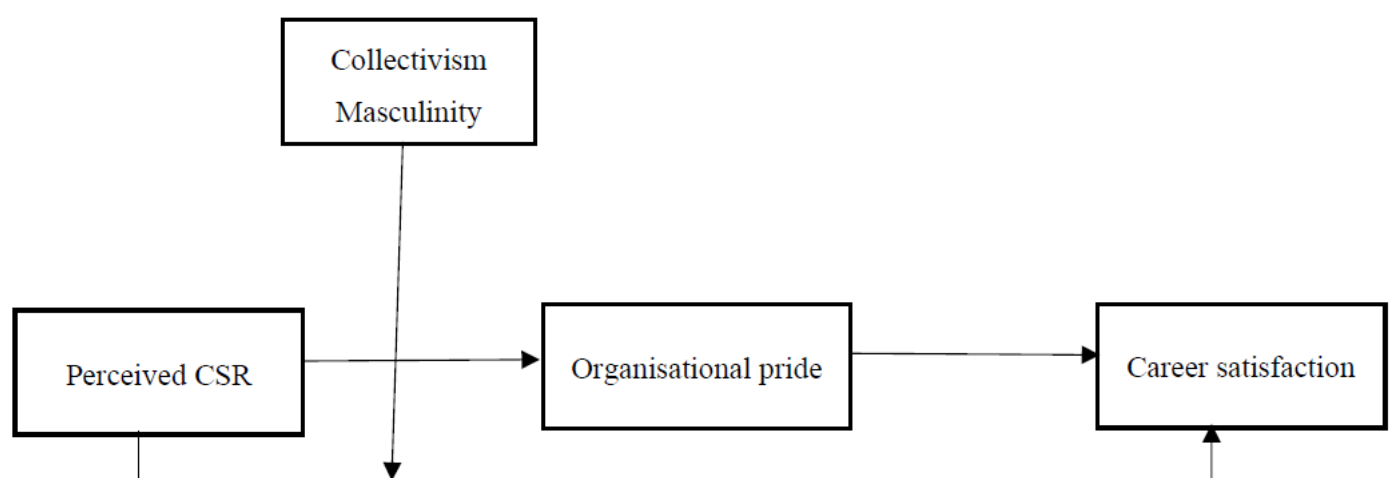


Figure 1. Research model.

2. Literature Review and Hypotheses Development

2.1. *Perceived CSR*

Perceived CSR is defined as a cognitive assessment of the significance of CSR for the environment, society, legal system, ethics, and reputation [13]. Perceived CSR is based on a subjective judgment of an employee about how well or worse his/her organisation is doing in terms of addressing social problems and ills, the environment, and ethics. It is the impression that an organisation is established by people through engagement in socially responsible practices [3]. Ref. [14] depicted that compared with objective or firm-level CSR, workers' subjective CSR opinions forecast workforce behaviour better because of the fact that behaviours depend largely on emotions, and emotional attachment is created when people feel that their organisations reflects their own values of ethics, morality, pro-environmentalism, and social responsibility. Ref. [15] claimed that perceived CSR is the opinion of an employee about how his/her organisation is doing in terms of addressing social problems, protecting the natural environment, taking care of people, contributing positively to society, taking care of the stakeholders such as employees, suppliers, customers, and other agencies, behaving in ways that are moral and ethical, respecting regulators' frameworks and guidelines, and addressing legal issues. CSR perceptions depend considerably on how well an organisation can communicate to its employees the actions, programs, initiatives, and policies put in place to address environmental, social, legal, and ethical issues.

2.2. *Organisational Pride*

Organisational pride implies the happiness, positivity, fulfillment, and dignity experienced by an employee within an organisation [16,17]. Ref. [18] defined organisational pride as the degree to which an employee feels esteemed, valued, and respected by being part of the organisation for which he/she works. It also implies the happiness, value, satisfaction, and respect that one experiences due to the image created by their organisation. These factors are attributed to the achievements of the organisation in terms of a positive image, reputation, and respect. Ref. [17] posits that organisational pride is the pleasure and feeling of contentment derived from being associated with one's employer. When an employer is able to create an impression that is worthy of praise, it tends to build a reputation among others that their employees are proud of. Ref. [16] was of the view that when organisations build an image that can be thought of as respectable, responsible, positive, dignified, socially responsible, pro-environmental, and ethical, their employees feel happy, pleased, and satisfied to be part of them. This, in turn, enhances their level of pride in the organisational processes, procedures, functions, systems, and practices. A greater level of organisational pride makes employees display positive outcomes at the workplace such as job satisfaction, organisational commitment, job engagement, and citizenship behaviours.

2.3. *Career Satisfaction*

Ref. [19] defined career satisfaction as one's level of contentment with one's career prospects. Career satisfaction is usually an internal orientation towards career outcomes. When an individual feels that he/she can learn new things, achieve what one should achieve, grow personally as well as professionally, develop skills, abilities, knowledge, and other critical career success factors, and work productively, effectively, and creatively, it implies that he/she is satisfied overall with his/her career. Career satisfaction is a subjective measure and is often complex to measure. There are several factors that may contribute to career satisfaction, such as wages and salaries, promotions, work environment, working hours, superiors, organisational culture, organisational justice, and emotional attachment. For some individuals, extrinsic benefits might define career satisfaction whereas, for others, it might be the intrinsic and emotional responses that are more critical in defining career satisfaction. However, what determines career satisfaction is still highly complex.

2.4. Collectivism and Masculinity

Collectivism is defined as an individual's dependency on their social group. When an individual tends to associate more often with his/her group, he/she is thought of to be a collectivist [20]. Collectivism emphasises that group goals, objectives, and values are more important than personal interests, values, and goals. Moreover, collectivism believes in keeping the group the top priority. One must always think about the betterment of the group he/she belongs to, and collective good is the guiding principle of one's feelings and actions. Whatever one does, it should be for the benefit of the group. Ref. [20] argued that individualism–collectivism is a bipolar, unidimensional variable, whereas [21] postulated individualism–collectivism as a multidimensional construct. Moreover, individualism and collectivism may coincide within an individual in various frequencies, circumstances, and severity. Therefore, it is erroneous to determine by their nationality whether a person is collectivistic or individualistic.

Masculinity is defined as the need for personal accomplishment and material attainment [20]. Masculine individuals think about doing things that may bring fame, personal accomplishment, a sense of pride and fulfilment, and individual satisfaction and pleasure. They are often not concerned about what others think, believe, or feel. They put personal goals before collective goals. When individuals have high masculinity, they are competitive, violent, strong, self-assured, and wealth-oriented. Masculine individuals appreciate individual success as an incentive and gratification. Conversely, feministic individuals appreciate social connections and well-being. They are often concerned with bringing good to others. They think that society is the most important component and that, if one must do anything, it should be focused on social connections and holistic well-being. They find exhibiting concern for others and life satisfaction more imperative than being inconsiderate and sacrificing others for personal gains [22].

2.5. Perceived CSR and Career Satisfaction

The notion of CSR was created in developed countries but is increasingly implemented globally. CSR is perceived as an important organisational strategy for competition and success due to increasing stakeholder pressure. Organisations now recognise that CSR is vital to gaining a competitive advantage [23] and that they should prioritise social responsibility and profit generation. CSR involves activities for environmental conservation and social well-being, green campaigns, the development of effective environmental management systems, remaining ethical, and stakeholder assistance. It is a conscious effort that simultaneously focuses on profits, the planet, employees, customers, legal obligations, and society at large [24]. CSR can be effectively assessed using a framework based on an association between the management and stakeholders.

The past CSR literature focused on employees, the internal stakeholders. The success of an organisation's CSR efforts is dependent on its employees' perception of these efforts [25–27]. Managers regularly communicate CSR initiatives to their employees to increase the employees' awareness of these initiatives. When CSR is perceived positively, it impacts employees' emotions, attitudes, behaviours, and work outcomes. Ref. [14] elucidated that CSR programs influence employee attitudes and psychology. Perceived CSR is related to employees' work outcomes such as organisational citizenship behaviour for the environment [28], pro-environment behaviour [28,29], job satisfaction [25], voice behaviour [30], life satisfaction [31], and employee engagement [26,27,32,33]. Ref. [31] were of the view that when organisations are perceived by employees as socially responsible, the level of satisfaction, meaningfulness, and purpose outside the work context also increases significantly. Employees consider the environment and society as very important. Hence, if their organisations initiate CSR programs, they think their careers are worth pursuing in such organisations. Career satisfaction implies an employee's outlook on the current occupational gratification and comprises previous experiences accumulated over time [34]. It increases when a worker views CSR initiatives as genuine and beneficial to the society

and environment. Therefore, this study postulates that CSR perceptions would positively influence workers' career satisfaction.

Perceived CSR is subjectively measured instead of quantitatively as it is an important precursor of a worker's outlook and behaviour [3]. Ref. [14] depicted that compared with objective or firm-level CSR, workers' subjective CSR opinions forecast workforce behaviour better. Successful CSR implementation relies on the workers' outlook and behaviours [3,8,11]. CSR initiatives improve intangible resources, such as altruism, societal awareness, desirability, increased identification, and pride, which increase workers' vocational desirability. Employees who positively view CSR efforts are loyal and enthusiastic, and perceive these efforts as a platform for self-development. They experience pride in such initiatives of their organisation to contribute resources to advance their talents and occupations, attain individual and occupational goals, and progress professionally [34,35].

Employees tend to work longer in an ethically accountable organisation with CSR initiatives due to pride, identification, compatibility, and altruistic principles. This notion aligns with the social exchange theory (SET), which posits that working for an ethically accountable organisation results in excellent employee–management relations and creates mutuality, which results in positive work [36]. Publicly accountable actions of an organisation create additional prospects for the employees to improve their skill sets, talents, and job possibilities [8].

Ref. [34] postulated that providing employees with job progression prospects and training is a part of CSR, retains employees longer, reduces job turnover, and increases occupational advancements. In addition, the study highlighted the positive association between CSR opinions and flight attendants' career satisfaction. The flight attendants exhibited a positive outlook when their company was publicly accountable, resulting in pride, dedication, happiness, and career satisfaction. Ref. [37] revealed that employees with positive CSR outlooks are more likely to gain high work and life satisfaction, and exhibit greater workplace devotion and fulfilment. Employees perceive themselves as integral parts of their socially responsible organisations, satisfying their inherent needs. Their work performance improves, thereby increasing career opportunities. Therefore, we propose the following hypothesis:

Hypothesis 1. *Perceived CSR positively influences career satisfaction.*

2.6. Organisational Pride as a Mediator

Organisational pride implies the happiness, positivity, and dignity experienced by an individual at their organisation [16,17]. Pride is cultivated by positive group connections, such as CSR initiatives implemented by organisations for societal and environmental advancement [11,38]. Organisational pride increases when workers receive positive feedback on their organisation's CSR efforts from external stakeholders such as consumers, contractors, competitors, and governmental officials. It also increases when they receive positive feedback on their organisational affiliation, resulting in enhanced social standing and personal improvement [2]. There are reasons to believe that organisational pride mediates the CSR–career satisfaction link. First, pride frequently generates positive CSR cognitive assessments [7]. Workers correlate CSR initiatives with their job outcomes when they observe and contribute to these initiatives. Employees evaluate shareholders' CSR requests and the resources utilised by the organisation to address these requests. Consequently, positive assessments and pride develop, enhancing the employees' person–environment suitability [11]. Second, social and environmental CSR initiatives that surpass the competitors increase employees' pride. These efforts validate workers' cognitive assessments of the organisation's competency to manage shareholders' demands [39]. Therefore, employees might consider organisational ingenuity and shareholders' consideration to their benefit by displaying increased career satisfaction.

Third, due to an increase in awareness and concern among the public about the environment, people now wish to work for socially and environmentally responsible organ-

isations [40]. Such organisations are thought of to be close to their personal values, and this gets translated into pride. Working in a socially and environmentally aware organisation may enable them to contribute to the society and environment, thus cultivating self-pride. Organisations meeting these ideological requirements become agreeable workplaces aiding employees in accomplishing social and environmental goals. CSR views invoke several indications [11]. An organisation is perceived as decent, ethical, kind, altruistic, and responsible due to CSR initiatives, enabling workers to fulfil greater aspirations and improving job gratification. This study presumes that employees with high collectivism and low masculinity will exhibit greater organisational pride depending on their CSR perceptions. In collectivist societies, people tend to prefer group goals over individual goals and they behave in ways that could improve the overall society. Employees with greater collectivism associate more strongly with organisations that take part in CSR activities. When an organisation initiates programs directed towards the betterment of the society and environment, employees with collectivist personalities display greater organisational pride. By contrast, people with weaker collectivism do not associate themselves with groups. They prefer individual goals and betterment over social good, goals, and objectives. Even when organisations implement CSR programs, they do not get emotionally attached to the organisation to a great extent because the programs do not serve their individual goals. This is why the effect of CSR on organisational pride weakens with low levels of collectivism. The positive feelings linked to organisational pride must be examined to comprehend how workers view and respond to CSR initiatives. A worker's instantaneous reaction to their organisation's attitude reflects their sentiments. The strongest sentiment felt is the awareness that will result in positive collective association [38]. These universal and agreeable personal and collective outlooks increase personal gratification, enrichment, and organisational pride. Therefore, the following hypothesis is proposed:

Hypothesis 2. *Organisational pride mediates the association between perceived CSR and career satisfaction.*

2.7. Collectivism and Masculinity as Moderators

Individual differences and values play a pertinent role in career satisfaction, yet are underexamined other than as contextual variables. Nonetheless, the literature shows that vocational accomplishment is influenced by personal attributes [41]. Collectivism is an individual's dependency on their social group. Ref. [20] argued that individualism–collectivism is a bipolar, unidimensional variable, whereas [21] postulated individualism–collectivism as a multidimensional construct. Moreover, individualism and collectivism may coincide within an individual in various frequencies, circumstances, and severity. Therefore, it is erroneous to determine by their nationality whether a person is collectivistic or individualistic. Ref. [42] elucidated that these values can be separated into horizontal or vertical social relations with four distinctive dimensions: vertical collectivism (VC), horizontal collectivism (HC), vertical individualism (VI), and horizontal individualism (HI). A horizontal dimension highlights similarity with others, whereas a vertical dimension differentiates an individual in stratified connections. Group honesty and individual welfare forfeiture are appreciated in VC, while interdependency, aligned principles, and affability are appreciated in HC. Additionally, individual superiority and uniqueness are valued in VI, while HI emphasises individuality.

There are limited studies on the facilitation impact of individualism–collectivism on CSR perceptions and employees' sentiments, outlooks, and behaviours [2,11]. In the collectivistic Saudi Arabian culture, social legitimacy, environmental concern, ethicality, and stakeholders' interests may influence CSR initiatives. Collectivistic employees perceive CSR programs as beneficial in protecting collective interests, resulting in an emotional attachment to their organisation. Collectivistic employees are emotionally and behaviourally aligned with CSR programs that focus on collective-based resolves for an extended time [43,44] and perceive themselves as the organisation's family members [45].

This perception ensures increased career satisfaction and opportunities within the organisation, as they view shared pride from CSR programs as more imperative than personal success. They experience increased organisational pride when they recognise CSR as progressive and trustworthy [2]. Additionally, they place a higher priority than individualists on the well-being of others and loyalty towards the organisation [46,47], enhancing their career satisfaction. Ref. [48] elucidated that collectivists respond positively to the organisational strategies that target communal well-being and advancement. Therefore, this study postulates that employees with high collectivism will positively perceive their organisations' CSR efforts, leading to enhanced organisational pride.

Masculinity implies the need for personal accomplishment and material attainment [20]. When individuals have high masculinity, they are competitive, violent, strong, self-assured, and wealth-oriented. Masculinist individuals appreciate individual success as an incentive and gratification. Conversely, feministic individuals appreciate social connections and well-being. They find exhibiting concern for others and life satisfaction more imperative than being inconsiderate and sacrificing others for personal gains [22]. Feministic employees uphold ethical behaviour [11] and perceive CSR programs as aligning with their mindset and orientation, leading to a positive view of them [2]. They demonstrate respect for others, maintain social structures, and avoid group conflicts by discouraging unethical or unsocial behaviours [37].

Masculinist individuals have been found to care less about morality as compared to feministic individuals [49]. In another study, feministic individuals were found to be more sensitive to ethicality and social relationships as compared to masculinist individuals [50]. CSR initiatives are ethical and benefit society. Masculinist employees may not positively acknowledge these CSR activities, as their pride and career satisfaction may not be as strong as those of feministic employees who are more sensitive towards the initiatives that provide support to the underprivileged. The CSR initiatives are an avenue to promote the welfare of stakeholders such as customers, employees, government, and suppliers, and centre on ethics, society, and environmental pillars. CSR programs are pertinent to increasing organisational reputation and pride. Consequently, we propose the following hypotheses:

Hypothesis 3. *Collectivism positively moderates the association between perceived CSR and organisational pride.*

Hypothesis 4. *Masculinity positively moderates the association between perceived CSR and organisational pride. The association increases when masculinity is low.*

This study proposes that collectivism and masculinity moderate the mediated association between organisational pride, CSR perceptions, and career satisfaction. Personal characteristics, such as morality, organisational fit, cognitive assessments, and awareness influence the positive association between CSR opinions and workers' outlooks [6,11,37]. An employee with a collectivistic alignment may perceive CSR initiatives as advantageous for the society and environment, aligning with their interdependence, collective interests, and the welfare of others. Consequently, they perceive themselves as an extended family member of the organisation, increasing their organisational pride.

Collectivism shows the compatibility between personal characteristics and an organisation's CSR initiatives, influencing employee job sustainability. For example, if an employee prefers to continue working for an organisation, their career satisfaction increases. Employees who practice collectivism may perceive CSR initiatives as benefitting society and possess increased work pride, leading to career satisfaction. Nonetheless, feminist-orientated employees display increased organisational pride when organisations implement CSR initiatives that promote collective well-being, morality, and life fulfilment. Consequently, such employees exhibit enhanced career satisfaction due to improved collective well-being.

Ref. [11] postulated that collectivism moderates the mediating influence of organisational pride on CSR opinions and organisational citizenship behaviour. Therefore, collectivism may impact CSR opinions and organisational pride, indirectly impacting career satisfaction. Consequently, the following hypotheses are proposed:

Hypothesis 5. *Collectivism moderates the indirect association between perceived CSR and career satisfaction through organisational pride. The association increases when collectivism is high.*

Hypothesis 6. *Masculinity moderates the indirect association between perceived CSR and career satisfaction through organisational pride. The association increases when masculinity is low.*

3. Methodology

3.1. Data Collection

This study was conducted across various Saudi Arabian industries that execute CSR programs, have a good comprehension of the CSR activities executed within their organisation, and have five or more years of industry experience. A total of 350 organisations from various sectors such as mining, oil and gas, building, agronomy, healthcare, transportation, and hospitality were examined. These organisations were selected based on their annual CSR reports. They had CSR awareness and incorporated CSR into their strategic objectives.

A mixed industry method was employed to provide enhanced result generalisability. A total of fifty organisations from seven sectors were approached, and the management was updated on the study aims. Due to the COVID-19 pandemic, the respondents were approached through virtual mediums. Nonetheless, 208 out of 350 managers provided employee contact data. The sample size was calculated with the help of G*Power software. A confidence level of 99% and a margin of error of 1% were specified. Since the population was unknown, a sample size of 380 was considered sufficient. Subsequently, 1200 employees were approached through various virtual platforms and were provided with the survey. Employees who had worked in the organisation for more than two years were selected because new employees usually do not know about their organisations' CSR initiatives, programs, and activities. A total of 383 survey responses were obtained.

The survey respondents were informed of the study objectives and were allowed to inquire, raise apprehensions, or voluntarily exit the study. They were assured that their responses would be kept confidential. In addition, participant consent was obtained virtually. All survey replies were anonymous and confidential. The survey took approximately 15 min to complete and was bilingual (English and Arabic).

Table 1 shows the demographic characteristics of the sample. The respondents predominantly comprised 259 (67.6%) males and were 31–40 years old (50.1%). Additionally, 172 (44.9%) have a Bachelor's degree, 124 (32.4%) have a Master's degree, and 12 have a PhD. A total of 197 (51.4%) are from public limited corporations and 186 (48.6%) represent private sector companies. In terms of nationality, 99 (25.8%) of respondents have Saudi nationality, whereas 284 (74.2%) are non-Saudis. The study's heterogeneity was enhanced due to the numerous sectors examined. A total of 45 respondents (11.7%) are from oil and gas, 47 (12.3%) from agronomy, 59 (15.4%) from mining, 39 (10.2%) from hospitality, 64 (16.7%) from building, 69 (18%) from transportation, and 60 (15.7%) from the healthcare industry. Approximately 38.1% have 10 to 15 years of experience, and 126 (32.9%) hold middle-level administrative positions.

Table 1. Sample characteristics.

Variable	N = 383	
Gender	Male	259 (67.6%)
	Female	124 (32.4%)
Age	20–30 years	49 (12.8%)
	31–40 years	192 (50.1%)
	41–50 years	105 (27.4%)
	Above 50 years	37 (9.7%)
Education	Secondary	16 (4.2%)
	Certification/Diploma	59 (15.4%)
	Bachelor's degree	172 (44.9%)
	Master's degree	124 (32.4%)
	Doctorate degree	12 (3.1%)
Type of organisation	Public	197 (51.4%)
	Private	186 (48.6%)
Types of industry	Oil and gas	45 (11.7%)
	Agriculture	47 (12.3%)
	Mining	59 (15.4%)
	Hospitality	39 (10.2%)
	Construction	64 (16.7%)
	Transportation	69 (18%)
	Healthcare	60 (15.7%)
Nationality	Saudi	99 (25.8%)
	Non-Saudi	284 (74.2%)
Total experience	5–10 years	87 (22.7%)
	10–15 years	146 (38.1%)
	15–20 years	104 (27.2%)
	Above 20 years	46 (12%)
Experience in current organisation	Less than a year	11 (2.9%)
	1–5 years	32 (8.4%)
	5–10 years	91 (23.7%)
	10–15 years	162 (42.3%)
	Above 15 years	87 (22.7%)
Job position	Top management	79 (20.6%)
	Middle management	126 (32.9%)
	First line management	112 (29.2%)
	Non-management	40 (10.5%)
	Technical	15 (3.9%)
	Other	11 (2.9%)

3.2. Instrument Establishment

The survey comprised two parts: (i) respondents' demography (e.g., gender, age, nationality, marital status, education level, industry type, and total work experience) and (ii) respondents' perception of career satisfaction, organisational pride, cultural orientations (collectivism and masculinity), and the organisation's CSR initiatives. This study modified [15]'s 17-item scale to assess respondents' CSR opinions. Similarly, [19] a five-item scale was applied to assess the respondents' career satisfaction. Organisational pride was examined utilising the four-item scale adapted from [18]. Moreover, the collectivism and masculinity alignments were quantified using six- and four-item scales, respectively, adapted from [51]. The survey was translated into the Arabic language using reverse translation, as the researcher is fluent in English and Arabic.

3.3. Information Analysis

This study employed the PROCESS macro (Model 4) [52] with a bias-corrected bootstrapping approach based on 2000 samples to investigate the indirect impact of organisational pride on the CSR perceptions and career satisfaction relationship. The missing data, extreme values, and information distribution were determined to execute data analysis and hypothesis testing [53]. The mean substitution and imputation approaches were employed, and no missing data were established. The Mahalanobis D^2 value was utilised to verify that no extreme values were present. Additionally, kurtosis and skewness were investigated to examine the model distribution. The kurtosis and skewness values were 2.135 (less than 3) and -1.178 (less than 2), respectively, indicating a normal information set distribution.

3.4. Confirmatory Factor Analysis (CFA)

A CFA was employed to validate the variable structure and construct validity. A CFA was used because there was a need to validate the research model and variables used in the study. As shown in Table 2, the hypothesised 5-factor model (perceived CSR, collectivism, masculinity, organisational pride, and career satisfaction) provided an acceptable fit to the information ($\lambda^2 = 402.96$, $df = 217$, $\chi^2/df = 1.86$, goodness of fit index (GFI) = 0.92, comparative fit index (CFI) = 0.97, NFI = 0.94; TLI = 0.96, standardised root mean squared residual (SRMR) = 0.05, and root mean squared error of approximation (RMSEA) = 0.06). The chi-square differences of the study model were compared against three alternate models (four-, three-, two-, and one-factor models). The chi-square differences were all significant, and the alternate models indicated sub-standard absolute fit levels, verifying the discriminant validity of the variables and reducing common method bias. To test whether common method variance (CMV) was present, the Harman test was conducted. Through exploratory factor analysis, a total of thirty-six items from five constructs were loaded. The constructs were constrained so that no rotation existed. The analysis showed that there were five distinct factors having eigenvalues >1.0 . These five constructs accounted for 76% of the total variance. The factor analysis also showed that a variance of only 18% was found in the single largest factor. This confirms that CMV was not an issue. To further confirm the claim, a direct measure of a latent common method factor was performed. In the test suggested by [54], all items are loaded on their theoretical constructs, as well as on a latent CMV factor. The calculated variance (29.2%) was below the threshold of 50%. Hence, CMV was not an issue in the current study.

Table 2. Confirmatory factor analysis.

Model	χ^2/df	CFI	NFI	GFI	TLI	RMSEA
Five-factor model (Hypothesised model)	1.86	0.97	0.94	0.92	0.96	0.06
Four-factor model (combining collectivism and masculinity)	2.48	0.82	0.78	0.71	0.73	0.08
Three-factor model (combining perceived CSR and organisational pride)	3.59	0.71	0.65	0.68	0.67	0.21
Two-factor model (combining perceived CSR, organisational pride, collectivism, and masculinity)	4.48	0.64	0.57	0.62	0.59	0.27
One-factor model (combining all variables)	7.11	0.42	0.43	0.48	0.43	0.38

4. Results

The results show a positive association between perceived CSR, career satisfaction ($r = 0.527$, $p < 0.001$), and organisational pride ($r = 0.463$, $p < 0.001$). Additionally, organisational pride is positively associated with career satisfaction ($r = 0.412$, $p < 0.01$). Cronbach's alpha values for all variables ranged from 0.786 to 0.924, above the threshold value of 0.7, indicating that the variables are reliable, as shown in Table 3.

Table 3. Descriptive statistics.

Variable	1	2	3	4	5	6	7	8	9
1. Age	1								
2. Gender	−0.04	1							
3. Industry type	0.01	0.03	1						
4. Tenure	0.62 *	−0.06	0.05	1					
5. Organisational pride	0.17 *	0.04	0.02	0.13 *	(0.786)				
6. Perceived CSR	−0.08	−0.02	0.05	0.19 *	0.463 ***	(0.827)			
7. Collectivism	0.07	0.05	0.06	0.09	0.203	0.238 *	(0.819)		
8. Masculinity	0.03	0.06	0.03	−0.04	0.127 *	0.181 *	0.124 *	(0.873)	
9. Career satisfaction	0.12 *	0.01	0.04	0.09 *	0.412 **	0.527 ***	0.148 *	0.202 *	(0.924)
Mean	33.78	0.68	4.72	14.34	4.07	3.97	3.19	3.26	4.19
SD	5.79	0.39	1.08	7.94	0.48	0.44	0.29	0.37	0.26

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; values in parenthesis represent the reliability statistic (Cronbach's alpha).

4.1. Direct and Mediation Effects

This study adapted [55]'s three-step method to investigate the direct and mediation impacts. The direct causal paths from perceived CSR to career satisfaction ($\beta = 0.52$, $p < 0.001$) are significant, supporting Hypothesis 1, as shown in Table 4. The indirect impact of perceived CSR on career satisfaction was significant but weak ($\beta = 0.19$, $p < 0.001$), signifying partial mediation. This research employed the bootstrapping procedure with 95% bias-corrected confidence intervals. Table 4 shows that the indirect impact of perceived CSR on career satisfaction through organisational pride did not include zero, signifying a median effect (CI = 0.04 to 0.22, $p < 0.001$).

Table 4. SEM and bootstrap analysis.

Path	Standardised Coefficient			R ²	Confidence Intervals	
	Direct Effect	Indirect Effect	Total Effect		Lower Limit	Upper Limit
CSR perceptions → organisational pride → career satisfaction	0.52 ***	0.19 ***	0.72 **	0.43	0.04	0.22

** $p < 0.01$; *** $p < 0.001$.

Table 5 shows that the perceived CSR and career satisfaction association weakened when organisational pride was applied as a mediator, partially supporting Hypothesis 2 (without organisational pride, $\beta = 0.574$, $p < 0.01$; with organisational pride, $\beta = 0.377$, $p < 0.01$).

4.2. Moderating Effects

The moderating effects of collectivism and masculinity on the perceived CSR and organisational pride association were determined using hierarchical regression analysis. Table 5 reveals that there was a significant relationship between the perceived CSR, collectivism, and masculinity in forecasting organisational pride ($\beta = 0.06$ and $\beta = -0.05$, $p < 0.01$, respectively), supporting Hypotheses 3 and 4. Moreover, a simple slope analysis was carried out to examine the moderating roles of collectivism and masculinity. Figure 2 shows that the positive association between perceived CSR and organisational pride was stronger when collectivism was high (simple slope = 0.36, $t = 4.26$, $p > 0.001$) than when collectivism was low (simple slope = 0.23, $t = 2.97$, $p > 0.01$), supporting Hypothesis 3.

The positive association between perceived CSR and organisational pride was stronger when masculinity was low (simple slope = 0.27, $t = 3.04$, $p > 0.001$) than when masculinity was high (simple slope = 0.12, $t = 2.08$, $p > 0.01$), supporting Hypothesis 4 (Figure 3).

Table 5. Regression analysis.

Variables	Organisational Pride				Career Satisfaction					
	Step 1		Step 2		Step 1		Step 2		Step 3	
	β	t	β	t	β	t	β	t	β	t
Age	0.05	0.47	0.04	0.56	0.003	0.06	0.002	0.05	0.01	0.08
Gender	−0.05	−2.29 *	−0.04	−2.12 *	0.03	0.77	0.03	0.92	0.04	1.21
Industry type	0.04	0.57	−0.03	0.36	0.01	0.34	0.01	0.37	0.01	0.35
Tenure	0.08	3.39 *	0.08	3.37 *	−0.03	−0.16	−0.03	−0.12	−0.03	−0.27
Perceived CSR	0.384	13.28 **	0.462	14.38 **	0.574	21.98 **	0.562	19.74 **	0.377	16.75 **
Collectivism	0.157	4.47 **	0.168	5.27 **	0.127	2.68 *	0.07	2.03 *	0.02	1.97 *
Masculinity	0.186	5.68 ***	0.194	5.83 ***	0.212	6.58 **	0.185	6.02 **	0.173	5.17 **
Perceived CSR X Collectivism			0.06	2.27 **			0.05	2.14 *	0.02	1.53
Perceived CSR X Masculinity			−0.05	−2.18 **			−0.04	−1.36	−0.03	−1.39
Organisational pride									0.258	7.16 ***
R ²		0.497		0.521		0.374		0.428		0.473
ΔR^2				0.024				0.054		0.045
F-value		76.39 **		61.32 **		86.95 ***		77.29 ***		71.88 ***

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

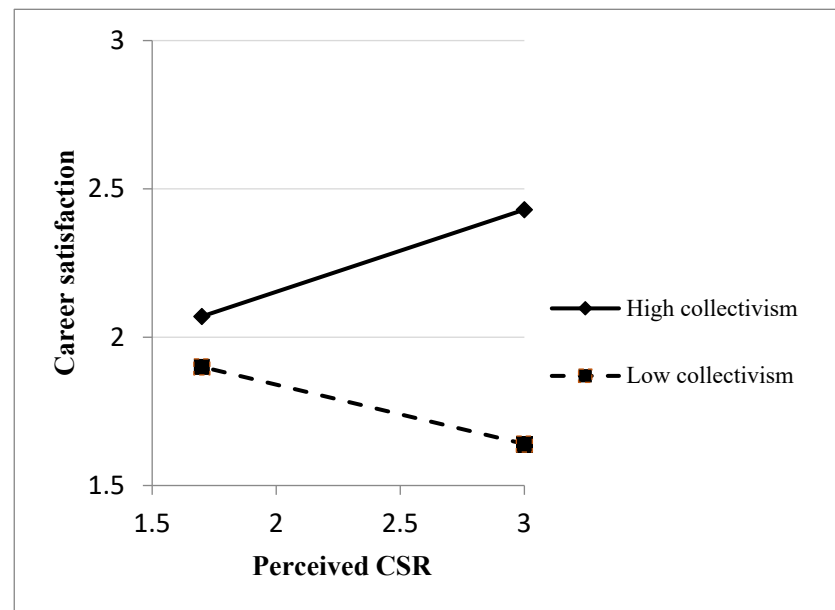


Figure 2. Moderating effect of collectivism.

4.3. Conditional Indirect Effects

Table 5 shows that the interaction term of perceived CSR and collectivism was significant in determining organisational pride and career satisfaction ($\beta = 0.06$, $p < 0.01$ and $\beta = 0.05$, $p < 0.05$, respectively). The interaction term's influence on career satisfaction was insignificant when organisational pride was included ($\beta = 0.02$, $p = 0.32$). Furthermore, this study adapted the findings of [52] by employing the PROCESS macro to evaluate the moderated mediation model. Table 6 shows that the moderated mediation index of the degree of collectivism was significant ($\beta = 0.069$, Boot SE = 0.012, CI = 0.07 to 0.19), validating the moderating influence of collectivism on the indirect relationship between perceived CSR and career satisfaction through organisational pride. Therefore, Hypothesis 5 was supported. Similarly, the moderated mediation index for the degree of masculinity was significant ($B = -0.017$, Boot SE = 0.004, CI = -0.018 to -0.007), validating the facilitating influence of masculinity on the indirect relationship between perceived CSR and career satisfaction through organisational pride. Therefore, Hypothesis 6 was supported.

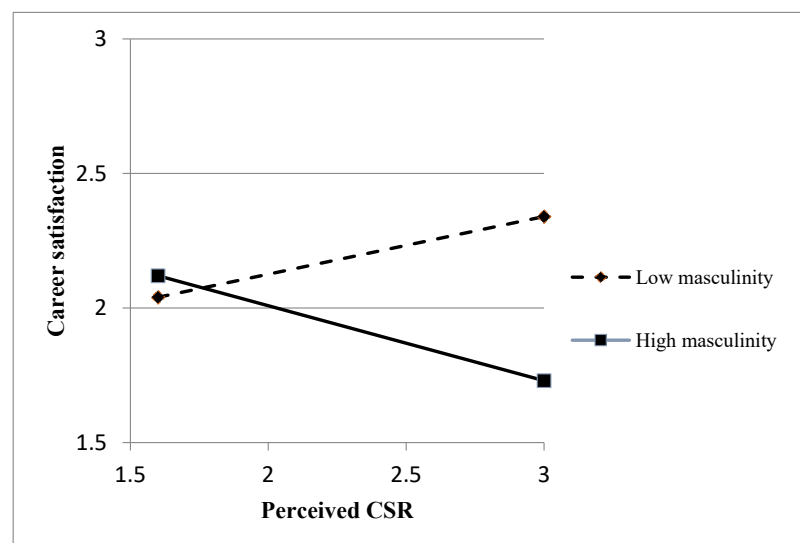


Figure 3. Moderating effect of masculinity.

Table 6. Moderated mediation analysis.

Collectivism (Moderator)	Effect	Career Satisfaction		
		Boot SE	Boot LL (95% CI)	Boot UL (95% CI)
−1 SD (−2.38)	0.11	0.009	0.05	0.12
Mean (0.00)	0.09	0.014	0.07	0.11
+1 SD (2.38)	0.08	0.013	0.06	0.13
Index of moderated mediation	0.069	0.012	0.07	0.19
Masculinity (moderator)				
−1 SD (−2.38)	0.08	0.013	0.14	0.21
Mean (0.00)	0.07	0.014	0.11	0.17
+1 SD (2.38)	0.02	0.006	0.05	0.15
Index of moderated mediation	−0.017	0.004	−0.018	−0.007

Note: bootstrap sample size = 20,000.

5. Discussion

This study investigated the implications of perceived CSR for career satisfaction through organisational pride, collectivism, and masculinity. There has been substantial interest in comprehending the impact of employees' CSR perceptions on individual attitudes and outcomes [2,7,11]. This study investigated the facilitating role of organisational pride in perceived CSR and career satisfaction [2]. This study postulated that perceived CSR positively influences employees' occupational gratification. Ref. [34] elucidated that socially accountable airline employees perceived CSR programs positively and were more gratified with their vocations. These findings corroborate previous literature examining the positive association between perceived CSR and employee vocation consequences [7,11].

This study validates the mediating impact of organisational pride on perceived CSR and career satisfaction. Employee pride is essential as it encourages cognitive assessments [2], leading to positive organisational perception with CSR initiatives. Collectivistic employees will have a stronger implication of the perceived CSR for organisational pride, as distinct characteristics are a boundary between the CSR perceptions, employee sentiments, and behaviours. This study enhances the CSR literature by investigating the impact of workers' CSR opinions on their prospects and behaviours. Despite various studies on the mediating role of employee outlook in the relationship between CSR and job consequences [6,8,34], there is limited information on the role of workers' sentiments in micro-level CSR studies [2]. This study increases the knowledge of perception–emotion–behaviour and depicts that organisational pride positively mediates the perceived CSR impact on career satisfaction. An employee's cognitive opinion can alter their emotional understanding (i.e., organisational pride), resulting in particular conduct (i.e., occupational gratification). Consequently, recognising the employees' cognitive–emotional antecedents will ensure a comprehensive perspective.

This study highlights that collectivistic employees value social relationships, collective interests, and interdependence, and positively perceive CSR initiatives as favourable towards social and collective welfare. The CSR impact on organisational pride is dampened if employees possess individualistic orientations. Consequently, this produces self-esteem, prestige, and pride among employees. Individualistic employees prefer independence, self-interest, personal success, and pursuing their own welfare. They find CSR programs that address social problems, environmental issues, and philanthropic activities unfavourable, as they do not benefit them personally. Therefore, CSR activities are less likely to generate organisational pride in such employees.

Lastly, this study reveals that employees with high masculinity weaken the perceived CSR impact on organisational pride. Employees with a masculine orientation are less sacrificing as they do not value ethics and morality, and prefer material success and personal accomplishments. They perceive CSR efforts as frivolous because CSR focuses more on ethics, social responsibility, and sacrifice, and less on material gains. Therefore, CSR impacts are less likely to engender pride among masculine-oriented employees.

5.1. Theoretical Contributions

This study enhances theoretical knowledge of CSR by examining the micro-level opinions about CSR perceptions. Employees are vital internal stakeholders in CSR execution; but their CSR sentiments, outlook, and conduct may not occur with limited CSR awareness [8]. Management primarily relies on employees to execute CSR, impacting their CSR outlook and sentiment. This study contributes to SET as it confirms that when an organisation is viewed as responsible, employees tend to reciprocate by showing greater pride and pleasure and, hence, satisfaction in their career progression. SET posits that relationships are built on the norm of reciprocity. When an organisation gives a positive image in the form of CSR actions, programs, and practices, employees obtain an enhanced feeling of pride and career satisfaction in return.

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This study investigated the correlation between perceived CSR and occupational gratification [8,34]. Organisations must ensure workers' job satisfaction to maintain a talented workforce. There are limited studies on how CSR perceptions influence employees' career satisfaction, although other career satisfaction influences have been previously investigated [8]. Ref. [14] postulated that workers' opinions of their organisations' ethics and societal accountabilities impact their career satisfaction.

This study proposes that CSR positively improves career satisfaction. This study contributes to the occupational management literature by investigating the effects of perceived CSR on career satisfaction based on recommendations of [7,34,56]. Furthermore, the moderating roles of individual characteristics, such as collectivism and masculinity in the CSR–employee association, were inconclusive in the literature and required further investigation [2,6,8,11]. This research extends the cultural orientation literature by elucidating the facilitating roles of collectivism and masculinity on perceived CSR, organisational pride, and career satisfaction relationships.

5.2. Managerial Implications

Organisations should conduct CSR activities to improve their personnel's orientation towards their careers. CSR awareness will encourage constructive behaviours and pride if managers actively share and advertise CSR initiatives among employees. Additionally, CSR efforts will enhance internal stakeholder perception. It is important for managers to keep their employees satisfied with their careers, and to do so, CSR may prove to be effective. People tend to work for organisations that are involved in CSR programs. If managers make sure that the organisation is sensitive towards social and environmental issues, ethical and governmental regulations, and other stakeholders' interests, employees might become more satisfied with their careers.

Employees tend to detach emotionally from their organisation due to limited awareness of the organisation's CSR initiatives. The CSR initiatives undertaken should also be communicated to the external stakeholders to cultivate employee respect and pride. Policymakers should ensure that CSR activities are properly communicated to employees so that they get emotionally attached to the organisation. Employees tend to associate more strongly with organisations with effective communication strategies related to CSR programs. Moreover, managers must consider employees' cultural values when designing CSR strategies. Subsequently, managers should devise strategies based on individual col-

lectivism and masculinity orientations instead of a standardised CSR strategy. For example, managers should emphasise philanthropic activities, environmental sustainability, and social welfare if the workforce consists of predominantly collectivistic employees. CSR programs should be designed in ways that satisfy individual as well as collective goals. For instance, individual-level initiatives such as using stairs instead of elevators, planting trees, and engaging in social movements should be appreciated. Similarly, CSR activities that address social issues are preferred by feminism-orientated employees. So, organisations that make holistic CSR strategies keeping in mind employees' personal traits, as well as taking care of other stakeholders, are expected to be more effective.

5.3. Limitations and Future Research

This study has several drawbacks. First, the cross-data restricts fluctuating CSR knowledge. Future studies should accumulate data about CSR insights across various points in time. Additionally, Saudi Arabian information restricts the generalisability of the study findings. Future research should investigate CSR initiatives in various countries to obtain comprehensive data. The understanding of the association between perceived CSR and career satisfaction can be further enhanced by utilising alternative cultural orientations, such as power distance and uncertainty avoidance. Moreover, future studies must investigate other potential relationship mediators between CSR and career satisfaction, such as organisational identification, trust, and justice.

6. Conclusions

The purpose of this study was to examine the link between perceived CSR and career satisfaction. Moreover, organisational pride mediated the perceived CSR–career satisfaction link. The last purpose of the study was to test the moderating effects of collectivism and masculinity on the perceived CSR–career satisfaction link. This study extends the current literature by examining the micro-foundations of CSR. Another important research gap that this study addresses is the exploration of boundary conditions and more specifically, the role of collectivism and masculinity is investigated. Data were collected from a cross-industry sample of employees working in Saudi Arabian companies. Findings showed that organisational pride partially mediated the association between perceived CSR and career satisfaction. Masculinity weakened the association between perceived CSR and organisational pride, and negatively moderated the association between perceived CSR, organisational pride, and career satisfaction. Conversely, collectivism positively moderated the perceived CSR and organisational pride link. This study addresses the call for future research by various studies [26,27,33,57,58]. This study is important in understanding the effect of CSR on employee outcomes.

Author Contributions: Conceptualisation, M.M. and B.M.A.-G.; methodology, M.M. and B.M.A.-G.; formal analysis, M.M. and B.M.A.-G.; investigation, M.A.A. and B.B.; resources, M.A.A. and B.B.; writing—original draft, M.M. and B.M.A.-G.; writing—review and editing, M.A.A. and B.B.; supervision, M.M. and B.M.A.-G.; project administration, M.A.A. and B.B.; funding acquisition, B.M.A.-G. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: The respondents were informed of the purpose of the research study and advised that their responses would remain anonymous.

Data Availability Statement: The data presented in this study are available upon request from the corresponding author.

Acknowledgments: This publication is based upon work supported by King Fahd University of Petroleum and Minerals, and the authors at KFUPM acknowledge the support.

Conflicts of Interest: The authors declare no conflict of interest.

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