

CSR DRIVES EMPLOYEE COMMITMENT: EXAMINING THE MEDIATING EFFECT OF EMPLOYEE ENGAGEMENT

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Abstract

The purpose of this study is to investigate the relationship between corporate social responsibility and employee commitment through the mediating role of employee engagement. The research model of the study was developed based on the social exchange theory, which proposes that employees are more engaged in a socially responsible organization. Hence, their commitment to the organization also increased. This study employs the quantitative research design, and data were collected through the adopted questionnaire from the 494 respondents who belong to the FMCG sector. To test the hypothesis. Partial least squares structural equation were used. The results indicated that CSR positively influences both employee commitment and employee engagement. Further to this, employee engagement partially mediates the CSR and employee commitment relationship. It implies that CSR is not only the reputational tool but it develop the employee feeling regarding their work and organization. Despite the contribution, this study limited to one industry within Pakistan. In future there must be a cross-sectional study and used other mediating variable such perceived organization support, job satisfaction, organization trust.

Introduction

Employee commitment, a major contributor to recognizing organizational behaviour, builds up a psychological attachment and loyalty to the company. Commitment level, no doubt, directly relates to the level of employees' efforts to their organizations. They become more likely and confirm their sincerity with the organization indefinitely, and positively affect organizational progress (Meyer & Allen, 1991). Employee commitment has become a crucial and most effective variable in this developing discourse that connects corporate social responsibility (CSR) to long-term organizational effectiveness takes the organization to a higher grade of appearance. Commitment, including its traits, like affective attachment, normative obligation, and continuance considerations, is a reflection of the psychological connection that bridges a strong

bonding between employees and the organization. Corporate Social Responsibility (CSR), the most demanding sector, has been influencing both external reputation and internal stakeholder outcomes with a rising slope. Previous studies show that employees' arrogance, including organizational commitment and job satisfaction (Nejati & Shafaei, 2023) are greatly affected by their concerns of CSR. Consequently, CSR initiatives in organizational engagement can bring a positive internal work environment, balancing commitment and employee loyalty (Wang, 2018). This suggests that CSR can meaningfully enhance human resources, sometimes related to people operations, management practices, and improve organizational output.

Recent cross-cultural studies have found that CSR increases employee engagement by meeting

their psychological needs for meaningful work, pride, and moral identification with the organization (N. Tran, 2025). Employees are more likely to view their work as meaningful and devote more mental and emotional energy to their jobs when they feel their employer makes a beneficial contribution to society. Implementing CSR techniques more difficult in emerging economies because of a lack of funding, legal loopholes, and differing stakeholder knowledge. However, studies show that even small CSR investments can have a big effect on employee engagement, commitment, and business reputation. A perception about employees is that they evaluate their experiences at work to judge how sincere they are with the organization. Research findings (Rashid & Aslam, 2021) propose that employee commitment could be shaped by their attitude and perception of how organizations treat them.

Employee commitment is the key behavior in successful organizations, as it enhances employees' confidence at all levels (Princy & Rebeka, 2019). In this regard, employee commitment may be focused on a few organizational behaviors, such as employee engagement, CSR activities, and employee retention, for elaboration. Our study is based on the model presented by Looor-Zambrano et al. (2022) by introducing two additional mediating variables, employee engagement and perceived organizational support. Therefore, the objective of the study is to investigate the impact of CSR on employee comments through employee engagement.

Literature Review

Corporate Social Responsibility (CSR) has increasingly evolved from a peripheral philanthropic activity into a strategic organizational instrument influencing both external legitimacy and internal employee outcomes. In modern organizations, CSR extends beyond compliance and profit maximization to encompass ethical labor practices, employee welfare, environmental stewardship, and societal contribution.

Particularly in competitive and labor-intensive industries such as Fast-Moving Consumer Goods (FMCG), CSR has gained strategic importance because organizational sustainability largely depends on maintaining a committed and psychologically invested workforce. Employees are no longer passive recipients of organizational policies; rather, they actively evaluate organizations based on ethical conduct, fairness, and societal responsibility. So too, an improved appreciation for CSR within the general population will go a long way in structuring the interpersonal as well as societal dynamics of organizations and humanity as a whole (Kim & Lee, 2022; Memon et al., 2025). Recent developments indicate that staff members are likely to continue being engaged to firms that are compatible with the larger societal principles and implement the principles regarding stakeholders sincerely (Tran, 2025).

In the contemporary organizational context, employee engagement has become one of the most defining factors about outcomes, since it speaks towards the emotional attachment of employees, loyalty and their desire to achieve organizational goals. As propounded by Meyer and Allen (1991), employee engagement is a function of three attitudes that are dimensions which are affective, normative, and continuance, meaning these provide affection, duty, and costs of leaving. Those individuals who are affected the most will have minimal thoughts of leaving the organization, and they often perform collective behaviours termed in the organization as Organizational Citizenship Behaviour and also contribute to productivity, thus job performance. This in the FMCG Industry is of great importance since employees are often compelled to work under stringent conditions that involve observing strict production and market policies, and hence, causing operational efficiencies and market orientation which serve against the norm of espoused strategy (Reddy & Chaudhary, 2024). In these kinds of situations, adjustment and employment stabilization are sought by organizations more and more.

The Social Exchange Theory (SET) originally developed by, Homans (1958) and furthered by Blau (1964) explains that there is a definite relationship between CSR and employee commitment. SET alleges that relationships in organizations are obligations of reciprocity in which, acts of goodwill redefine the attitude of employees. Hence, it is common that when employees are treated well by their company, their intentions towards appreciations extend to the organization through, trust, involvement and commitment. In specific, it points to the observation that CSR practices serve the purpose of reflecting the organizational philanthropy as well as labor laws and ethics if any exists thereby, humanizing the employees and projects some good feelings beyond the statutory provisions. To maintain such efforts and avoid negative perceptions, these policies must focus on improving organizational trust and supporting employee well-being instead of creating such workplace risks as occupational harassment. Otherwise, the employees will most likely experience care experimental effects and they will become more supportive and less of changes (Aguinis and Galvas, 2019; Kim and Lee, 2022). CSR serves as a medium that can be used to strengthen the employees' bond by means of trust creation. A study has advanced an idea which sees CSR as responsibilities to other departments or countries such as customers and the society external to the firm (Carroll & Brown, 2018). However, in the recent era of scholarship it seems that CSR is equally significant for the employees, how they think and act within the organizations, in other words, the internal impacts of CSR (Aguinis & Glavas, 2019). Employees recognize the signs of CSR as a form of organizational and personal congruence with a focus towards future treatment of employees in the organization. This has made the employees adhere to the organizational values and this is evident in a study of internal trust within an organization that is engaged in socially responsible activities (De Roeck & Maon, 2018).

It is well-established from the available data that corporate social responsibility and employee

commitment interact significantly. Moreover, companies operating with social responsibility as their core ethos, help to generate an elevation in the employee cause employee pride in the organization and hence increase in emotional attachment (Glavas, 2016; Wang, 2018). Even though the promoting human rights in multinational enterprises involves considering the working conditions of employees, staff interests and community involvement-employees in such firms are found to nurses a stronger organizational attachment. This makes them more loyal and this effect is also complemented by organizational identification and CSR which enhances business success (Farooq et al., 2014).

It goes without saying that subsequently to the prior line of arguments, the abundance of empirical support has emerged advocating for such views. More specific evidence, such as the study of Nejati and Shafaei (2023), stresses that the effects of CSR on the attitudes of employees play an important role in determining their commitment to the organization or satisfaction with the job, as in the presence of reactive reactions such as CSR, these attitudes and perceptions of the workplace expand. In a separate dimension, similar attitudes were found by Christina et al. (2025) as objectives of several employee-centered CSR practices for the purposes of solidifying commitment within the company - by altering perceptions in regard to things like procedural justice, respect and the worth of the job at the workplace. In certain personal organizational environments, characterized by lateral employment with many uncertain employment opportunities, the perception of CSR is utilized to foster employee trust in corporate objectives too (Gangeoda, 2025). People increasingly see CSR as contributions towards employee welfare by organizations. This in turn solidifies undertakings that can potentially exploit their fleeting emotions in the employer, allowing for moral longer-term attachments to employers that undertake CSR activities.

Employee engagement is a positive work-related psychological condition that entails energy,

participation, and absorption (Schaufeli et al 2002). Engaged employees offer various advantages showing keenness in the role played, spending of time in its provision, perseverance and loyalty. Unlike other employees, who concentrate more on the terms of an employment contract, such employees go an extra mile to enhance the organization through additional efforts. In a hyperactive industry like FMCG, there is an increased need to focus towards enhancing employee engagement since effective service delivery as well as innovation agility calls for the employee's physical and psychological commitment for Joseph (2023).

In theory, job satisfaction and huge sense of job identification among other things results from the functionality of a CSR in an organization. Putting one reasons of the above, the degree of self as workplace increases in an employee whenever organization's core values are seen as ethical and aligned with one's own believes and as socially responsible as well. This process can be used in relation to Blau's social exchange theory; this suggests that employees will not withhold effort from the organization, they would likely reciprocate the conducive behaviours by going an extra mile (Blau, 1964). For example, Kahn's engagement model highlights that where work is found meaningful, employees will tend to pay more attention towards physical, emotional as well as mental investment in the position.

Empirical studies increasingly confirm the positive association between CSR and employee engagement. Earlier research demonstrated that employees working in socially responsible organizations experience greater workplace meaning and stronger emotional attachment, which enhances engagement (Glavas & Kelley, 2014; Glavas, 2016). CSR practices such as employee welfare, fair treatment, ethical governance, and social contribution strengthen employees' pride and sense of organizational belongingness, thereby increasing psychological involvement.

More recent studies provide even stronger evidence. Kim and Lee (2022) found that CSR significantly increases employee engagement

because employees perceive socially responsible organizations as more trustworthy and meaningful workplaces. Similarly, Koch-Bayram (2024) observed that organizations implementing authentic CSR initiatives experience stronger employee engagement because workers derive moral satisfaction and emotional fulfillment from organizational ethical behavior. Recent cross-cultural evidence suggests that CSR increases employee engagement by fulfilling employees' psychological needs for purpose, identity, and meaningful contribution (Tran, 2025). Employees increasingly seek employers whose ethical standards align with their personal values, making CSR an important determinant of workplace engagement in contemporary organizations.

At the same time, extensive literature supports the positive association between employee engagement and employee commitment. Engagement creates stronger emotional investment in organizational activities, which subsequently strengthens employees' willingness to remain with organizations and contribute toward collective objectives. According to Schaufeli et al. (2002), engaged employees display higher emotional attachment because engagement increases workplace fulfillment and organizational identification. Employees who experience enthusiasm and absorption in work typically develop stronger affective commitment and organizational loyalty.

Many studies support this belief because they conclude that involved workers are more willing to contribute and help out every chance they get hence more satisfaction and willingness to work and make an organization happen. Most employees who are able to participate in their organization work are empowered to contribute and engage more towards the objectives of the organization. It implies that these materials and results also hold in a more recent context. The confirmation of the same ideas was brought into attention (Princy & Rebeka, 2019) showed that one of the ways in which people are able to commit themselves more to an organization, than they formerly would, is through engagement. The

same spirit is also repeated by (Reddy and Chaudhary 2024) that, workers in customer driven economies with high levels of engagement will indebted themselves to the enterprises and, consequently, will have less contemplation about quitting due to their high level of emotion towards the company.

Recent research findings have put greater emphasis on the aspect of 'employee commitment' especially in relation to corporate social responsibility when promoting employee engagement, than what used to be evident earlier on. Corporate social responsibility, in this light, is viewed as not aimed at influencing commitment but attention is paid to enhancing employees' psychological engagement which then translates into commitment. It is through this process that they are inclined to CSR, find a sense of honor and meaningful work in the organization psychology terms are engaged and subsequently attached to the organization. Glavas (2016) is further of the view that engagement is key as it explains the way in which organizational social responsibility may bring about positive changes in the attitudes and behaviors of employees in the given organization. Additionally, Ahmad et al. (2017) pointed out that employee engagement significantly mediates in organization relationships as the engaged employees understand the organization more than the disengaged employees.

It has been argued in recent studies that such a perspective or approach is indeed justified. Regarding engagement, Yassin and Beckmann (2025) discovered that CSR improves employee commitment. Hence, when employees are engaged in meaningful jobs and organizational pride, they also grow an emotional attachment to the organization. Additionally, the concept of employee engagement is an important factor that allows socially responsible organizational practices to impact overall attitudes and behavioral tendencies of employees in a long-term perspective, such as commitment and loyalty.

With the number of findings in the literature, there has been significant improvement, as well

as existing contradictions and gaps. The first of such controversies lies in the fact that most of the available research evidence scores low in the consistency of corporate social responsibilities to employee performance basing on the aspect of culture and industry. Specifically, most studies conducted in the markets of a wide range of Western economies show a positive and significant direct effect on corporate social responsibility and commitment, whereas there is still a scarcity of evidence, let alone the decreased dimensions of evidence, from emerging markets (Ganegoda, 2024). Also, many newcomers in this field only centered on employee commitment, overlooking other such debates in the traditional social responsibility context as employee engagement. Another drawback identified in many studies is the extensively exclusive attention paid to the external impact of social responsibility on the organization's business performance, brand equity, and consumer loyalty, thus being almost silent about internal employee consequences.

In addition to that, it is important to note that there has been limited attention to consumer industries and the relationship they have with factors such as strong economies and motivated workforces. More so, there is a shortage of empirical studies relating to fast moving consumer goods' (FMCG) impact on employees' attitudes and behaviors. In all fairness, an understatement is that employees who find themselves in such industries face even tougher conditions with a nagging sense of high demand for work, market dynamics, profitability, and responsibility. These conditions may have a large effect on the willingness of employees to work for their companies and how they interact with CSR. Nevertheless, extant research findings on the FMCG sector in the country highlight several gaps, including the specific relationship of employee engagement, making it essential to understand some mediating processes of employee engagement in the FMCG sector, specifically in the Pakistani context.

The current inquiry aims to overcome these restrictions, which might exist in the above-stated

study by revising the conceptualizations by Looor-Zambrano et al. (2022) as employed in the conceptual model. For purposes of this study, three related constructs, specifically employee engagement, CSR, and employee commitment, will be operationalized in the context of the fast-moving consumer goods industry model in Pakistan and mediate the potential interrelationship. This study seeks to explore how CSR practices leaning towards employees as the principal beneficiaries and generating mutual gains, that is, Social Exchange Theory, as well as the developing corporate social responsibility practices would influence the internal attachment of the employees.

Based on theoretical arguments and empirical evidence, the following hypotheses are proposed:

H1: Corporate Social Responsibility significantly influences Employee Commitment.

H2: Corporate Social Responsibility significantly influences Employee Engagement.

H3: Employee Engagement significantly influences Employee Commitment.

H4: Employee Engagement mediates the relationship between Corporate Social Responsibility and Employee Commitment.

Methodology

This study employed a quantitative, explanatory, and cross-sectional research design to examine the influence of Corporate Social Responsibility (CSR) on employee commitment through the mediating role of employee engagement within Pakistan's Fast-Moving Consumer Goods (FMCG) sector. This study used the positive paradigm and a deductive strategy to perform a setting, measurement, analysis, findings, and conclusions. The questionnaire's universe was those employees who operated in FMCGs located in Rawalpindi - Islamabad, where the organizations were faced with challenges in productivity/service delivery since the workforce was external to the region.

A structured self-administered questionnaire was designed with the help of relevant scales and tools that had been validated for internal consistency and construct validity in previous research. To

measure CSR, I employed the image and the employee perception of CSR in an organization from the literature. Employee engagement was measured using the Utrecht Work Engagement Scale (UWES), while employee commitment was measured using the multidimensional approach to commitment by Meyer and Allen. The scale was in the form of a five-point Likert scale. Which ranged from "strongly disagree" to "strongly agree."

To evaluate both the measurement and structural models, in the research, the utilization of SMART-PLS (version 4) is done. Initial analysis stages included checking for missing values, identifying outliers, reviewing the available descriptive statistics, checking for collinearity, and examining common method variance. For evaluation of the measurement model, the following issues were considered: indicator reliability, Cronbach's alpha, Composite Reliability (CR), Average Variance Extracted (AVE), Discriminant validity using Heterotrait-Monotrait ratio (HTMT) and Variance Inflation Factor (VIF). After that, the hypothesized relationships and mediation effects were checked by Partial Least Squares Structural Equation Modeling (PLS-SEM) with bootstrapping techniques (5,000 resamples) used to evaluate the tests of the hypotheses, mediation effects, the validity of the constructs and the goodness of the model. This was done to ensure the high standards of such SSCI journals, which were considered within the limits set by the methods of the research.

Results and Discussion

In order to carry out hypothesis testing, data were screened for accuracy, completeness, and their suitability for PLS-SEM analysis. There could be incomplete answers, multiple entries, patterns that do not match, and outliers, which were taken note of. After completing the data cleansing process, a total of 494 respondents were accepted as valid responses in the study. Partial Least Squares Structural Equations were employed to test the hypothesis of the study using SMART-PLS software. The structural equation modeling

using PLS-SEM was the more ideal choice of those models available here because it would be appropriate in cases when survey data are not normally distributed, not simple, and with a complicated structure or in cases where there is a need to account for additional predictors to achieve the aim of prediction and relevant meaning.

According to Table 1, the demographic profile of the respondents was revealed. The survey had more male respondents than female, with the ratio of 81.98% to 18.02%, respectively. It can be observed that the largest age group is between 31 and 40, and this implies that the majority of the sample is made up of working employees with

ample work experience. The survey also shows that most of the respondents held undergraduate degree qualifications. When it comes to experience, the results are such that the greatest number of respondents had less than five years of work experience, closely followed by respondents who had between 5 and 10 years of experience. Although from the bar chart, managers, assistant managers, and supervisors are not in the majority, it can still be seen from the occupational breakdown that there are some of them, which would be suitable for the study of employees' perception of CSR in FMCG companies.

Table 1. Respondent Profile

Variable	Category	Frequency	Percentage
Gender	Male	405	81.98%
	Female	89	18.02%
	Total	494	100%
Age	21-30 years	142	28.74%
	31-40 years	186	37.65%
	41-50 years	118	23.89%
	Above 50 years	48	9.72%
	Total	494	100%
Education	Intermediate	176	35.63%
	Bachelor's degree	284	57.49%
	Master and above	34	6.88%
	Total	494	100%
Work Experience	Less than 5 years	182	36.84%
	5-10 years	148	29.96%
	11-15 years	104	21.05%
	More than 15 years	60	12.15%
	Total	494	100%
Occupation	Manager	164	33.20%
	Assistant Manager	176	35.63%
	Supervisor	154	31.17%
	Total	494	100%

Measurement Model Assessment

The validity and reliability of the measurement model went through outer loadings, Cronbach’s alpha, composite reliability, and average variance extracted improvements. Table 2 of the paper showed that all factor loadings contained in the model surpassed the 0.70 criterion value, which means these specific factors are acceptably reliable. The Cronbach’s alpha values vary

between 0.847 and 0.928, while the range of composite reliability transported by respondents is 0.891 to 0.938, these estimates also satisfying the requirement of 0.70. Once again as the AVE between factors is more than 0.50: all the estimated values of AVEs are in the range of 0.559 to 0.621. It is evident from the findings that the internal factor consistency and the convergent respectability are quite reasonable.

Table 2. Reliability and Convergent Validity

Construct	Items	Outer Loading	Cronbach’s Alpha	rho_A	Composite Reliability	AVE
Corporate Social Responsibility	5	0.753–0.816	0.847	0.849	0.891	0.621
Employee Commitment	6	0.744–0.793	0.867	0.868	0.900	0.601
Employee Engagement	12	0.716–0.790	0.928	0.929	0.938	0.559

The results of the survey illustrate that all three vision classification models are reliable from statistical as well as theoretical points of view. This concept that was correlated with Social Responsibility of Corporations (CSR) is considered to be measured with a high degree of reliability and no signs of a random error. The last paragraph delves deeper into the reliability evaluated for each research model in turn though, the discussions in the earlier paragraphs are relevant and general to the specific research. Concealment test of the citizenry even national level showed the highest clarity level due to one variable was used in the ranking and less case wise weighting based on another variable.

Discriminant Validity

Discriminant validity evaluation was utilized to ensure that the concepts were separate in practice. Table 3 explores the inter-construct relations between CSR, employee commitment, and employee engagement. The constraints were however not exceeded, since the highest value was 0.90 which according to (Henseler et al., 2015) is within acceptable limits showing that the factors were highly intertwined though not synergistic. In such case the results uphold the test of convergent validity and demonstrate that CSR, employee engagement, and employee commitment are different theoretical concepts.

Table 3. Discriminant Validity

Construct	CSR	EC	EE
CSR	–		
EC	0.865	–	
EE	0.879	0.862	–

Given that these constructs are correlated, their CRs are quite high, but all are still considered to be in the normal range. This makes sense because CSR, engagement, and commitment are three dimensions that are usually brought up in employee-centered research studies and are so

interrelated that they form a system. Nevertheless, no factors got so high as having CRs of 0.90, so it can be confidently said that this failure to distinguish the constructs was a result of common conceptual overlap.

Collinearity Assessment

The first point to consider while interpreting the structural paths is the presence of multicollinearity in the data, which has been estimated through the examination of the VIFs.

As a rule of thumb, 3.3 and 5 are the values that indicate acceptable levels of multicollinearity in PLS-SEM based on the VIF criterion as a maximum value.

Table 4. Collinearity Assessment

Predictor Relationship	VIF	Decision
CSR	2.3	Acceptable if < 3.3
Employee Commitment	1.78	Acceptable if < 3.3
Employee Commitment	2.5	Acceptable if < 3.3

Model Fitness

We measured the model using SRMR and NFI. The calculated model showed that the SRMR was 0.066, which is lower than the suggested barrier of 0.08 hence establishing that the model is

correct. The NFI of 0.914 also surpassed the threshold of 0.90, implying that the model has additional goodness. These findings verify the argument that the structural model can be used to describe the data that was gathered.

Table 5. Model Fit

Fit Index	Saturated Model	Estimated Model	Recommended Threshold	Decision
SRMR	0.038	0.066	< 0.08	Acceptable
d_ULS	0.722	2.167	Smaller is better	Acceptable
d_G	0.254	0.305	Smaller is better	Acceptable
Chi-square	690.723	772.431	–	Reported
NFI	0.923	0.914	> 0.90	Acceptable

Structural model evaluation was based on the SRMR and NFI values. Consequently, the computed SRMR is equal to 0.066. This is lower than the cut-off criterion for the globe if 0.08, therefore, confirms the model fit. NFI is greater

than 0.90 (NFI = 0.914) and therefore there is more room for improvement of the model, it is better than the other. The findings provide evidence that the structural model can account for the data that was gathered.

Table 6. Coefficient of Determination

Endogenous Construct	R ²	Adjusted R ²	Interpretation
Employee Commitment	0.686	0.684	Substantial
Employee Engagement	0.610	0.609	Substantial

Structural Model: Direct Effects

In Table 7, we present the results of the structural path. Results show that employees' commitment was positively and significantly related to the CSR variable ($\beta = 0.232$, $t = 5.334$, $p < 0.001$), which corroborated H1. In other words, this statistical result made it apparent that the more employees in contextual social institutions were positively

inclined to the social aspect of their organization, the chances of opposing such values dwindled. Furthermore, the perception about CSR also resulted in a massive enhancement in employee engagement ($\beta = 0.781$, $t = 41.938$, $p < 0.001$), which supported H2. This route was clearly parametrically dominant in managerial performance because enhancing workers'

workplace engagement and power might start with corporate social responsibility (CSI). Employee commitment was also found to be a

highly stable factor that reduced respondent turnover among the employees ($\beta = 0.317$, $t = 6.232$, $p < 0.001$), in compliance with H3.

Table 7. Direct Path Analysis

Path	β	SD	t-value	p-value	Decision
CSR → Employee Commitment	0.232	0.044	5.334	0.000	Supported
CSR → Employee Engagement	0.781	0.019	41.938	0.000	Supported
Employee Engagement → Employee Commitment	0.317	0.051	6.232	0.000	Supported

Mediation Analysis

The mediating effect of constructed social responsibility on employee commitment through employee engagement was effective, with a value > 0 . The significance was credible since the beta weight is $= .248$, the t-value is equal to 5.990 , and the p-value is less than 0.001 . The results of H4

are in these estimates. The relationship between CSR and employee commitment still exists, though. The results remain significant, indicating that there is no complete mediation. This means that CSR affects both employee commitment directly and through employee engagement.

Table 8. Mediation Analysis

Indirect Path	β	SD	t-value	p-value	Mediation Type	Decision
CSR → EE → EC	0.248	0.041	5.990	0.000	Partial mediation	Supported

These results suggest that employees' perceptions of and attitudes towards the Corporate Social Responsibility activities of the company served as partial mediating variables by improving their involvement with the work, thus enhancing their organizational commitment. Indeed, they corroborate the idea that CSR initiatives are not only eye-catching episodes that rarely recur but also serve as lights in the industries, engage employees more, make them committed to organizational goals and append them closer to the organization.

Discussion

The principal aim of this study was to ascertain if there is a relationship between Corporate Social Responsibility (CSR) management, employee involvement and organizational commitment within the Consumer goods industry in Pakistan. The results of this study lend strong credence to the model proposed in the study and indicates that CSR is more than an external stakeholder tactic but a resource in the organizational environment that constructs employees

behaviors and attitudes. To sum up, the data indicates that workers that believe their firms have a social component to them will also be more successful in their performance of assigned duties and engage more in their organizations' cultures.

Among others, an interesting finding as presented in the survey is the impact that CSR has on employee engagement. After evaluation of all instances, it is revealed that CSR impacts more engagement than any other with an explanation that responsible business practices are an enhanced motivation level—as well as a driver of employability. It backs up the argument that the interest of employees in enterprises is shifting from the sole analysis of profit-making potential to the assessment of their behavior regarding ethics, social responsibility, and other stakeholders. Team members are more likely to enjoy feelings of self-esteem, meaning, and congruence with values of an organization, when they evaluate their own entities as benefactors to the society or to ensuring fairness to stakeholders or even as guardians of morality. Such emotional

advantages are captured by the elements of energy at work, physical exercise at work and sense of concentration at work. This principle is supported by previous research which accentuates the role of CSR in creating satisfaction from work and in employee engagement (Lagarto, 2015; Narsey, 2019; Zhang and Sun, 2024). The results also add that companies of the same nature but different sizes shall have different degrees of relationship between CSR and work engagement ~ with smaller companies in the emerging market showing a much stronger link.

Employee engagement is a keen point in discussions aimed at the social responsibility of an organization. This effect agrees with the social exchange theory, that is, the more an organization gives its employees, the more the employees will reciprocate the gesture in a positive way. If the employees perceive the organization as incorporating socially responsible strategies, they are likely to show greater loyalty and commitment. This view is in congruence with the literature that suggests that CSR goes hand in hand with commitment to the organization (Farooq et al., 2014; Nejati & Shafaei, 2023; Yassin & Beckmann, 2025) In spite of the fact that this study does not introduce to the existing knowledge but rather confirms the positive impact of CSR on organizational commitment. However, this study took one step further on an un-researched area by showing that the CSR - organizational commitment correlation exists in Pakistan's FMCG industry. A sector that is of high emphasis in the country due to its market size and workforce numbers, but has little scholarly inquiry.

In connection with the above, the encouraging effect of employee engagement on employee commitment may shed light on the cognitive and affective processes in the context of attachment to the organization. Engaged workers show adaptive behaviors such as connecting to the organization's purpose, engaging in the activities, and exhibiting deep or strong desires to leave the organization. This tendency is consistent with the engagement model and the existing scholarship,

which portrays engagement as a motivational construct that leads to favorable consequences for the employee such as commitment, retention, and OCB (Saks, 2006; Schaufeli et al., 2002; Reddy & Chaudhary, 2024). Additionally, the research unsettling the relationship between satisfaction and commitment at the workplace is similar in direction but more focused (Barton & Prabhu, 2014).

Significantly, this study's contribution is to recognize employee engagement as a psychological means through which CSR affects employee engagement. Current literature on CSR has been the focus of investigating the direct effects of this on individuals. Quite a few, however, have gone ahead to evaluate the processes by which such actions happen.

The results of this analysis suggest that support for the hypothesis that CSR enhances employee commitment is directly associated with employee engagement. In other words, employees' dedication or loyalty is not a provocation to a changed behavior, only based on their observation of the ethical practices of the company. The employees, in the same way, need to have ingrained feelings of purpose, belonging, and a certain extent of dependence before any kind of commitment can be elicited. Organization initiatives are often geared towards creating a favorable outcome unless new and compelling aspect that are usually described in letters as employee perceptions and psychological conditions is considered.

In addition, it also contributes to the development of Social Exchange Theory. The earlier applied formations concentrated more on the transactions that occur directly between a company and its employees. The current research, in contrast, illustrates the processes that involve more than two individuals and are driven by a certain psychological state. It is suggested that employee engagement acts as a medium through which the obligations towards the employer are discharged or not discharged. That highlights a significant role of Social Exchange Theory in helping us understand how the resources spent for CSR generate employee

loyalty and psychological engagement. Hence, the theory is expanded from its traditional domain of dyadic relationships and successfully put into operation in light of corporate social responsibility strategies of the present times.

Considering managerial view, we can imply that organizations do no longer regard CSR as an obligation or a mechanism for enhancing their reputation. It is high time that it was incorporated into the organization's overall strategic and human resource management processes in consideration of how staff interpersonal bonds may be further enhanced. In the competitive FMCG sector where the labor sought after is so scarce that the pressure is on to perform, however, many possible conflict can be solved by going for socially responsible practices to help restore a beneficial work environment. Thus, loyal to the health support of the employees, the widespread acceptance of such practices as employee welfare provision, implementation of corporate social responsibility in the form of ethical leadership and community outreach, as well as other stakeholder-friendly practices that facilitate social change. Consequently, such practices do not only promote the organizations legitimation, but also the stabilization of the human workforce and the growth of the organization.

Even though the outcomes are good enough, the procedure and the conclusions have their limitations. This is a research that was to studies in specific and FMCG companies. That is the case notwithstanding that they are limited in the chains, which Lodges in GM and above incentives. There is a need to know whether it is the same with other industries where practices are different or the same behaviors but different responsiveness, as for cultural differences or time effects. There is relevant literature that deals with the explanations of the effects of CSR on the behaviors of employees, still emerging and remains mostly untapped, particularly in emerging economies.

Conclusion

The primary objective of this study was to ascertain how corporate social responsibility

influences the dedication of workers within the context of the FMCG industry in Pakistan among other sectors in general through the role of engagement. According to social exchange, it is clear that CSR attracts a lot of attention and it is taken as a valuable resource within the organization. It was shown that CSR arrangements promoted both employee engagement and employee support but support from employees was considerably strengthened when work engagement was lifted in the company. Most significantly, it was revealed that the LMX relationship did not account for the remaining impact of CSR initiatives on worker commitment. Incidentally the absence of such explanation further underscores the essential role of participative CSR as a factor in the enhancement of employee commitment via growing levels of work devotion.

This research supports the increasing foundation of the micro-CSR theories by development of the own model which states that the impact of CSR on employee outcomes is not always direct but additionally operates through the human mind. In the past, a lot of time has been expended on examining whether CSR improves the situations of the stakeholders and the organization, however, this paper brings up the matter of staff intervention as a this is an important pathway where CSR advantageous employees emotional intelligence would be easily channeled for the better. Consequently, it aids in Social Exchange Theory by leveraging on the norm of reciprocity and revealing that as long as the employees believe the company is responsible, they are more likely to engage and act out of commitment.

Based on the managerial context of the research, the study reveals that corporate social responsibility (CSR) should be positioned as part of the central management and Human Resource strategies and not as a shift or an additional activity around philanthropy. It is only those institutions that foster an employee friendly environment, implement sound business practices and head social causes that stand any chance of building a motivated and loyal workforce. These are very beneficial since in such

competitive environments as FMCG, where it is a fact that employees are crucial to long term performance and success, in attracting and retaining motivated human resources sense of belonging and commitment to organization plays a big role.

While the study brings a number of benefits, it also has several disadvantages that include the design and the fact that the FMCG organizations are not only regional in scope, but also operate within a particular geographical territory. In addition, further studies should avoid cross-sectional research and open up other psychological mechanisms and investigate the validity of the designed model in various industries and cultures. However, the findings are encouraging in that they show that there is a strategic dimension of CSR in firms, which helps to encourage employees and keep them focused on the vision of the organization as a means towards achieving sustainable gains.

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