

The CSR–Employee Nexus: A Bibliometric Review of Engagement, Retention, and Satisfaction with Future Research Directions

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Abstract

For companies looking to improve inside personnel benefits as well as outward credibility, a corporate social responsibility, or CSR, has become a vital business tool. Studies on the connection between CSR and employee-related outcomes, like engagement, retention, and satisfaction, is still dispersed across domains and domains but its growing popularity. In order to overcome this restriction, the current study conducts a thorough bibliometric investigation in order to methodically map the evidence base, mental framework, the changing research trajectories within the CSR–employee outcomes domain (Aguinis & Glavas, 2012). After thorough screening and relevance evaluation processes, 480 high-quality papers were kept from the 642 publications that were originally retrieved from the Scopus database.

Using VOSviewer, extensive bibliometric approaches such as co-authorship, co-citation, and keyword co-occurrence analysis were utilized to find topic research groups, collaboration systems, and prominent collaborators. The results show that, with the help to theoretical frameworks like societal identity theory and behavioral contract theory, the majority of research currently in publication is organized around employee-centric CSR practices, organizational commitment, job satisfaction, and engagement mechanisms (Rupp et al., 2006). The increasing significance of CSR communication, transparency, cross-cultural differences in personnel views, and the incorporation of sustainability-oriented HRM methods are further reinforced by new study trends. The investigation comes to the conclusion that CSR is a strong tool for improving sustainable human capital outcomes once it is properly matched with inner HR procedures and organizational principles.

This paper supports evidence-based managerial decision-making in socially conscious firms and advances theoretical understanding by providing an organized synthesis of published material. It also identifies prospective avenues for subsequent research.

Keywords: Corporate Social Responsibility, CSR, Employee Engagement, Employee Satisfaction, Employee Retention

JEL Classification: M12, J28, M14

1. INTRODUCTION

Corporate Social Responsibility (CSR), which was once thought of as a charity or ancillary action, has evolved into a crucial strategic role that affects stakeholder interactions, business personality, and acceptability. As a result of a larger trend to ethical and environmentally responsible business practices, modern firms are expected to function in a way that strikes a balance between economic goals and ecological and social obligations (Carroll, 1999; Matten & Moon, 2008; Jamali & Karam, 2018). Since corporate social responsibility (CSR) is a multifaceted concept that includes a wide range of activities, such as ethical oversight, sustainable development, worker welfare, and social responsibility, it has garnered significant attention from both academics and practitioners (Jashari Goga, 2025; Itan et al., 2025; Mayzona & Rasmanto, 2025; Mohammad, 2025; Nguyen Thi & Ho Dai, 2025; Nugraheni & Rahmadani, 2025). Professionals are a crucial internal audience among several stakeholder groups impacted by CSR. Key organizational outcomes, including as views, conduct, and productivity, are significantly shaped by their views and assessments of CSR programs (Rupp et al., 2006; Glavas, 2016). In this regard, employee-centric outcomes like engagement, satisfaction, and retention have become increasingly important markers of long-term sustainability and organizational efficacy. Businesses are using CSR programs more and more to improve personnel dedication, cultivate a healthy workplace culture, and bolster their employer brand. Social identity theory and Social Exchange Theory are two theories that can be used to understand the link with CSR and employee results. According to Brammer et al. (2007) and Turker (2009), CSR activities boost a business's ethical status and reputation, giving its employees a sense of pride and identity. At the same time, CSR initiatives demonstrate organizational justice and assistance, which motivates workers to respond with increased levels of pledge, engagement, and satisfaction. The views of CSR are always linked to employee engagement, which is defined as the level of emotional and cognitive involvement in job responsibilities. According to Glavas and Piderit (2009) and Saks (2022), workers who believe their companies are socially conscious are more likely to be motivated, committed, and to put in extra effort. This is especially true if they identify with the company's values and contributions to society. According to this, CSR programs improve employees' overall job experience by strengthening views of corporate justice, moral behavior, or loyalty (Valentine & Fleischman, 2008; Farooq et al., 2014). CSR practices are intimately linked to retention, and another crucial aspect of workforce outcomes. According to Gond et al. (2010) and Chaudhary & Akhouri (2018), organizations that actively engage in socially responsible activities are more likely to build a loyal workforce and lower disengagement expectations because employees sense harmony of their personal beliefs and business mission. CSR is a potent employer branding technique that helps companies draw in and keep the best talent in a workforce market that is becoming more and more difficult (Backhaus et al., 2002; Kim et al., 2010).

Sustain HRM, which prioritizes worker growth, equality, and good health, emerged as a result of the incorporation of CSR into HRM procedures (Shen & Benson, 2016; Ehnert et al., 2016). This integration emphasizes how CSR contributes to both internal company benefits as outward social significance (Yousaf et al., 2025). The published material on CSR and worker results is still fragmented and scattered across several disciplines, contexts, and methodological methodologies, with the increasing amount of study. The creation of a comprehensive understanding of how CSR affects employee engagement, satisfaction, and retention is hampered by the fact that existing research frequently concentrates on disconnected interactions. A comprehensive synthesis of the area is also required because of the rapid growth of CSR research, which has given rise to a variety of theme clusters, such as chronological inclusion, mental power, and employee well-being (Han et al., 2020; Islam et al., 2021). The current study uses a bibliometric approach to map the topic Darwin's theory of findings, and mental structure of CSR literature pertaining to employee outcomes in order to fill in these holes.

A strong analytical foundation for locating important projects, circuits of collaboration, and new lines of inquiry is offered by bibliometric analysis (Donthu et al., 2021; Aria & Cuccurullo, 2017). This research attempts to improve analytical clarity and direct future research in this field by providing a thorough assessment of the current body of knowledge. This is how the rest of the paper is organized. A thorough analysis of the research on CSR and its connection to employee engagement, satisfaction, and retention is provided in Section 2. The investigation approach, covering data collecting and bibliometric methodologies, is described in Section 3. The results are discussed in Section 4, where important research clusters, significant contributions, and publication patterns are highlighted. The research's main conclusions, limits, and future research goals are summarized in Section 6, while Section 5 offers both theoretical and real-world consequences.

2. LITERATURE REVIEW

Corporate Social Responsibility (CSR) has developed into an advantageous organization tool that has a substantial impact on corporate stakeholder outputs in addition to external reputation management. According to recent study, CSR is a crucial factor in determining employee attitudes, behaviors, and overall organizational effectiveness in addition to being a tool for improving business image. The relationship between CSR and important employee-related dimensions like engagement, satisfaction, and retention has been the subject of extensive research over the years, with

a focus on the internal advantages of externally focused ethical behaviors. Theoretically, concepts including Social Identity Theory, Social Exchange Theory, and Organizational Justice Theory form the foundation for CSR-employee connections. According to these viewpoints, professionals perceive corporate social responsibility (CSR) programs as indications of justice, support, and company principles, which in turn influence their psychological reactions and behaviours at work. Because of this, corporate social responsibility (CSR) has become a potent force behind favorable the results of employees that enhance human welfare and organizational performance.

2.1 CSR and Employee Engagement: The degree to which workers are emotionally, cognitively, and behaviorally committed for their jobs or the goals of the company is known as employee engagement. CSR is essential for increasing employee engagement because it gives workers a feeling of meaning, purpose, and alignment with their values. According to empirical data, CSR programs increase employees' psychological attachment to the company by strengthening their identification with its ideals (Glavas & Piderit, 2009). Individuals are better able to feel proud and like they participate once they believe a company is socially conscious, and this leads to higher the levels of participation. Similarly, Rupp et al. (2013) contend that by empowering workers to link their responsibilities with larger society efforts, CSR enhances significant employment encounters. Additionally, Aguinis and Glavas (2012) stress that CSR serves as an internal motivating factor that encourages workers to put up extra effort outside of the obligations of their jobs. CSR-driven encouragement is more long-lasting than extrinsic rewards because it is based on ethical alignment and value congruence. Additionally, employee involvement in CSR projects greatly increases engagement. Consumers that actively participate in social and environmental projects have a greater sense of responsibility or responsibility, which increases motivation and encourages proactive behavior (Glavas, 2016). The wider effects of moral and responsible business practices on stakeholder trust and confidence are also highlighted by recent studies. For example, stakeholder views of digital financial systems and sustainability projects are influenced by ethical corporate behavior (Zehra et al., 2024; Rubab et al., 2025). Furthermore, it has been demonstrated that integrating Environmental, Social, and Governance (ESG) aspects affects worker opinions and corporate performance, highlighting the significance of comprehensive CSR policies (Intezar et al., 2024). Additionally, CSR programs improve a company's reputation, which boosts staff engagement, motivation, and pleasure (Xuetong et al., 2024).

2.2 CSR and Employee Satisfaction: Opinions of social responsibility and ethical business conduct have a big impact on employee satisfaction, which is the total cognitive and emotional assessment of work. CSR programs foster equity, respect, and a positive work atmosphere, all of which increase job fulfillment. On an angle of firm fairness, CSR is a sign of moral behavior and equity, which increases workers' faith in the company (Valentine & Fleischman, 2008). Positive emotions have a greater probability to be experienced by workers who perceive high levels of CSR, which increases job satisfaction (Farooq et al., 2014). Additionally, CSR satisfies workers' psychological desires for identity and meaning. Employees feel a feeling of purpose and satisfaction from their affiliation with a company when it actively promotes social well-being (Brammer et al., 2007). The interpersonal agreement is reinforced and general morale is raised by this affective bond.

Another important factor influencing job happiness is value alignment. Employees feel more content and harmonious at work when their own values coincide with the company's CSR initiatives (Kim et al., 2010). In a similar vein, CSR programs that prioritize sustainability, fairness, and inclusivity foster a healthy culture at work and raise employee happiness (Barakat et al., 2016; Bauman & Skitka, 2012). Additionally, balancing work and employee welfare, and supportive organizational policies are examples of internal CSR initiatives that directly affect employee happiness. These programs promote a positive and welcoming workplace by demonstrating the organization's concern and dedication to its workers (Gazzola & Mella, 2017; Miethlich et al., 2023). These conclusions are further supported by data from business practices.

Employee satisfaction and organizational commitment are better in companies that take part in CSR efforts, including as environmental and community development efforts (Haque et al., 2024). Furthermore, CSR promotes a sense to feel included and community connection, which improves workers' overall job experience (Aguilera et al., 2007).

2.3 CSR and Employee Retention: A crucial institutional result that reflects workers' long-term dedication and desire to stay with the company is staff retention. Through encouraging loyalty, trust, and organizational identification, CSR significantly improves turnover. Social Exchange Theory states that CSR programs foster a mutually beneficial relationship between companies and their workforce. Employees are more likely to respond with greater loyalty and fewer intents to leave when they believe their company is socially conscious (Turker, 2009). Additionally, organizational identification—a crucial factor in retention—is strengthened by CSR. Workers are less inclined to look for other job alternatives if they are proud of the ethical and social contributions made by their company (Gond et al., 2010). Additionally, socially conscious companies attract more prospective and current workers, which improves employer branding and talent retention (Chaudhary & Akhouri, 2018). Fair treatment, professional development opportunities, and inclusive work environments are examples of CSR-driven organizational procedures that promote an organization's culture and foster a long-term. Additionally, research shows that CSR programs enhance employee well-being and work-life balance, both of which have a significant impact on retention (Kim et al., 2020). Furthermore, it has been discovered that CSR initiatives produce synergistic effects, in which a variety of CSR factors work together to affect employees' decisions to stick with the company (Lee & Chen, 2018). According to latest investigations, CSR improves employee emotional attachment and trust, which strengthens retention results (Cen et al., 2023). Initiatives for environmental sustainability can strengthen company's dedication and individual pride, which increases retention. (Haque et al., 2024).

2.4 Integrated CSR—HRM Perspective: The integration of CSR into Human Resource Management (HRM) practices—commonly referred to as Sustainable or Responsible HRM—has emerged as a strategic approach to aligning organizational objectives with employee well-being and societal sustainability. Sustainable HRM involves embedding CSR principles into key HR functions, including recruitment, training, performance management, and employee development (Shen & Benson, 2016). This integration ensures that CSR is not treated as an isolated activity but is deeply embedded within organizational systems and processes. Strategically speaking, CSR-driven HRM strategies improve employee engagement, satisfaction, and retention by fostering a supportive and value-driven workplace. Workers are more committed and motivated because they believe that these companies are moral and socially conscious. As well, by encouraging diversity, inclusion, and continuous development, human resources management that is sustainable supports long-term organizational resilience. Additionally, it improves external and internal performance by coordinating organizational practices with global sustainability objectives (Ehnert et al., 2016). Everything considered, the combination of CSR and HRM emphasizes how businesses may be both economically successful and socially beneficial. This viewpoint emphasizes how crucial it is to see workers as important partners in the sustainability agenda rather than just as tools.

3. RESEARCH METHODOLOGY

3.1 Data Collection and Search Strategy: Latest bibliometric analyses have shown how quickly research on the connection among worker happiness and corporate social responsibility (CSR) is growing. For example, Yousaf et al. (2022) show that this field of study has developed from disjointed and specific to the situation inquiry to a structured discipline that includes organizational, behavioral, and psychological aspects. CSR and mental empowerment, work embeddedness, and generational diversity are important topic clusters found in earlier research that highlight the complex structure of CSR-employee connections. Depending on this framework, this research uses a methodical bibliometric approach to gather academic findings from around the world about corporate social responsibility (CSR) and how it affects employee engagement, retention, and satisfaction. Because of the wide range of excellent, peer-reviewed papers from a variety of areas, the Scopus database was chosen as the main data source. Established quality indicators, such as CiteScore, SCImago Journal Rank (SJR), and Source Normalized Impact per Paper (SNIP),

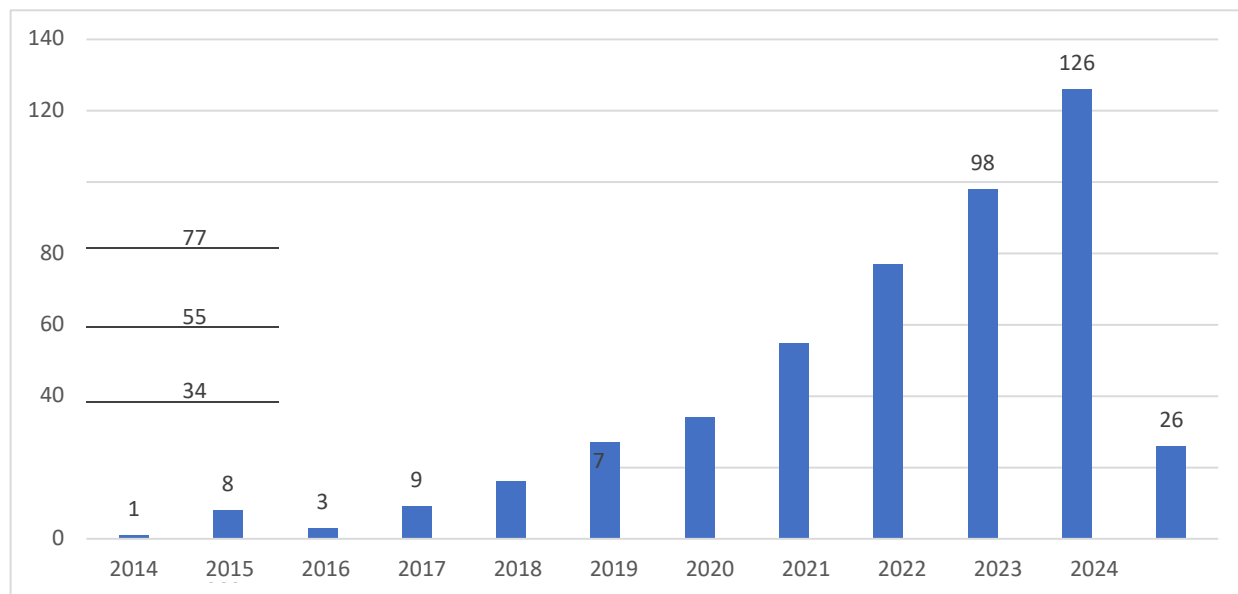
reinforce the database's dependability and guarantee the inclusion of reliable and significant research. A keyword-based methodology was used in the construction of the search strategy to guarantee thorough retrieval of pertinent literature. In order to find applicable research, terms like "corporate social responsibility," "CSR," "employee engagement," "employee retention," and "employee satisfaction" all methodically merged. The search was limited to academic publications, including journal articles, conference proceedings, and book chapters, published between 2014 and 2025, in order to capture contemporary developments in the field. A total of 642 documents were found in the first search. A thorough multiple phases vetting procedure was then applied to these documents. To guarantee thematic relevancy, titles and abstracts were first examined. Second, when required, full-text evaluations were carried out to verify that studies that specifically addressed CSR and employee-related outcomes were included. With this procedure, redundant and unneeded papers were eliminated. A final dataset of 480 excellent papers was kept for investigation after those refining criteria were applied. Together, these chosen papers received 10,242 citations, demonstrating the scholarly importance and expanding interest in the CSR–employee outcomes field. **Table 1** provides an organized summary of the search procedure and collection features.

Table 1: Search Protocol and results

COMPONENT	DETAILS
Database	Scopus
Geographical Scope	Global scientific production across a wide range of disciplines and countries
Database Characteristics	Quality indicators: CiteScore, SCImago Journal Rank (SJR), Source Normalized Impact per Paper (SNIP), times cited, quartile ranking (Q1–Q4)
Search Criteria	Topic
Inclusion Criteria	Article, Conference Proceedings and Book Chapter
Publication Date Range	2014-2025
Search Date	
Search Terms	corporate AND social AND responsibility AND csr AND employee AND engagement AND employee AND retention AND employee AND satisfaction
Initial Search Results	642
Filtering Process	Selection carried out by all authors through title and abstract screening to ensure thematic relevance and eliminate off-topic or duplicate records. Full-text review was performed where necessary.
Final Number of Documents	480
Total Citations	10242

The information set used in this paper offers a thorough depiction of the worldwide body of research on corporate social responsibility (CSR) and how it affects workplace performance, such as engagement, retention, and satisfaction. The Scopus database structure, which is well known for its excellent ranking standards and is backed by measures like CiteScore, SCImago Journal Rank (SJR), and Source Normalized Impact per Paper (SNIP), was used to methodically extract data. In order to ensure the information's accuracy and significance, the study only looked at peer-reviewed academic literature, such as journal articles, conference papers, and manuscript volumes submitted between 2014 and 2025. A structured keyword-based search method was used to obtain a first pool of 642 articles. In order to assure thematic relevance, these records underwent a thorough screening procedure that included examination of the titles and abstracts and, if needed, full-text assessment. A final sample of 480 publications was kept for research after synonyms and irrelevant research were eliminated. These papers jointly received 10,242 citations, demonstrating the expanding scholarly interest in and importance of CSR in influencing employee-related consequences.

Figure 1: PUBLICATIONS PER YEAR



During the past ten years, there has been a significant and steady increase in scholarly interest at the nexus of Corporate Social Responsibility (CSR) and employee-related outcomes, according to the temporal distributions of books. There were very few contributions made in 2014 and only moderate results till 2017 during the first phase to study effort. But starting in 2018, there was a discernible increasing trend, with 16 published signifying the start of more scholarly attention and a gradual increase to 34 publications in 2020.

Between 2021 and 2024, research output significantly increased, demonstrating the field's maturity and convergence. The number of publications rose dramatically to 55 in 2021, then to 77 in 2022 and 98 in 2023 before peaking at 126 in 2024. Rather than a decrease in research output, the relatively lower figure of 26 publications in 2025 is probably due to partial indexing of the current year.

The increasing acknowledgment of CSR as a key factor of employee engagement, satisfaction, and retention inside firms is shown in the current trend of increase. Additionally, it aligns with general global trends of client-focused corporate models, responsible oversight, and environment. The growing body of research indicates that the relationship between CSR and employees has developed into a reputable and quickly growing field of study, drawing multidisciplinary interest and having important theoretical and practical ramifications.

3.2 Co-Authorship Analysis

The collaborative structure and knowledge-sharing practices in the CSR-employee research arena were investigated by co-authorship analysis. A total of 1,507 authors who satisfied the predetermined inclusion threshold were found using VOSviewer's full counting method. The amount of research engagement inside the topic was reflected in the arrangement of these writers into 11 separate clusters united by 177 collaboration ties. The highlighted color-coded node in the network's visualization, which depicts a grouped structure, reflects a collection of academics who have contributed to particular theme areas within CSR and employee-related research. They show the existence of cooperative research fields that concentrate on issues including ecologically conscious procedures, staff involvement, retaining, and enjoyment. Based on the number of cooperative links and absolute link quality, Han Heesup, respectively, was found to be the most prominent author in the network among the recognized members. This implies a pivotal role in directing subsequent studies and promoting scholarly cooperation in the CSR staff field. Overall, the co-authorship network reveals studies climate that is globally distributed but somewhat connected, with interaction existing yet scattered among clusters. In order to progress the subject and boost the integration of knowledge, this trend points to prospects for increased multidisciplinary and international interaction.

Figure 2 Co-authorship analysis source VOS viewer.

Rank	Author	Affiliation	Country	No. of Publication	Total Citation	Average Citation Per Paper
1	han, heesup	College of Hospitality and Tourism Management, Sejong University	South Korea	8	214	26.8
2	ahmad, naveed	Virtual University of Pakistan, Lahore	Pakistan	7	393	56.1
3	ariza-montes, antonio	Social Matters Research Group, Universidad Loyola Andalucía, Córdoba	Spain	4	120	30.0
4	hassan, md mahamudul	Taylor's University	Malaysia	4	23	5.8
5	jambulingam, manimekalai	Business School, Taylor's University	Malaysia	4	14	3.5
6	ahmad, aqeel	University of Central Punjab	Pakistan	3	53	17.7
7	ahmed, rizwan raheem	Indus University, Gulshan-17, Karachi	Pakistan	3	172	57.3
8	alam, mohammad nurul	Universiti Tenaga Nasional	Malaysia	3	9	3.0
9	bharadwaj, shubhangi	Aligarh Muslim University, Aligarh, Uttar Pradesh	India	3	54	18.0
10	chen, li-fei	National Taiwan Normal University, Taipei City	Taiwan	3	131	43.7

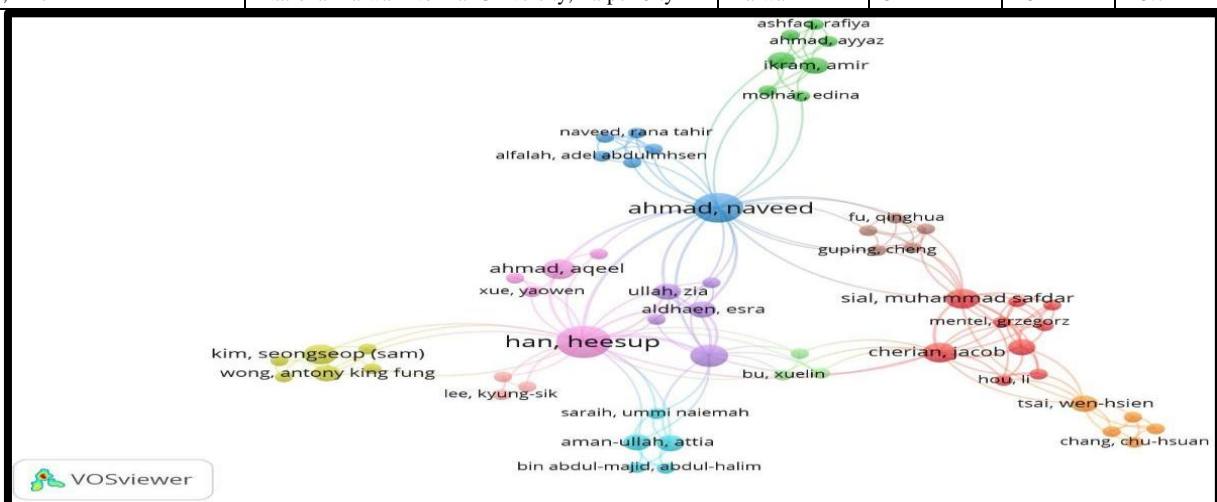


Table 2 Top 10 contributing Authors

The source panorama in corporate social responsibility research shows a trend of academic work that is both internationally diversified and selectively focused. Despite the fact that the discipline has a diverse variety of scholars from various geographical locations, a very small number of writers exhibit notable influence in terms of publication production and title value.

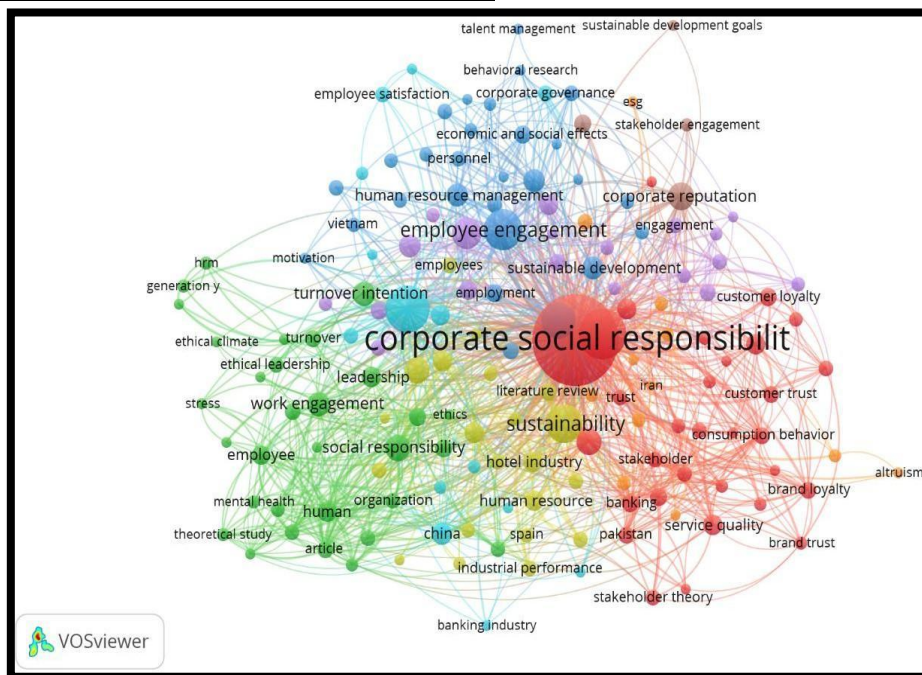
Heesup Han of Sejong University in South Korea stands out among the top contributors with eight publications and 214 citations overall, or an average of 26.8 citations per piece. Next in line is Naveed Ahmad of the Virtual University of Pakistan, whose seven papers have garnered 393 citations, yielding an amazing average of 56. Strong scholarly influence and recognition are indicated by a single mention per paper.

Antonio Ariza-Montes from Universidad Loyola Andalucía, Spain, is another important source. His four articles have an elevated mean cited rate of 30.0, indicating consistent study influence. In contrast, Malaysian authors Md. Mahamudul Hassan and Manimekalai Jambulingam have each published four papers, albeit with relatively low citing rates, indicating growing importance in this area. Having writers like Rizwan Raheem Ahmed and Aqeel Ahmad each producing three publications, Pakistan has made a particularly significant contribution. With an average of 57.3 citations per manuscript, Ahmed has a significant citation effect between them, demonstrating the caliber and significance of his research output. Scholars like Shubhangi Bharadwaj from India and Li-Fei Chen from Taiwan, who both had good mention success in relation to their publications numbers, further highlight the globe spread of investigation outputs. In the end, the trend in authorship shows that academic influence is concentrated within a few prominent writers, despite the global distribution of employee-based CSR studies. This illustrates the two field's maturity and the possibility of more extensive cooperative regional growth by combining existing and developing studies.

3.3 Keyword Co-occurrence Analysis

To find prevailing research subjects and new intellectual tendencies in the CSR–employee research field, keyword co-occurrence analysis was carried out. This method makes it possible to look at the frequency with which particular terms come together, which reveals the field's intellectual structure and thematic development. 160 of the 1,837 keywords that were initially found in the dataset satisfied the predetermined occurrence criterion and were added to the study. The keywords in question were classified into eight different clusters using VOSviewer, and these clusters are linked by 2,107 linkages, indicating the degree of connectivity between various study areas. The primary focus of "Corporate Social Responsibility (CSR)" is represented by cluster one (red), which has the greatest degree of connection with 152 ties and 240 occurrences. This suggests that CSR serves as the core theoretical pillar of the field of study, connecting many business or employee-associated concepts. Cluster 2 (green) emphasizes the basic ethical and societal aspects of organizational activities while concentrating on more general "Social Responsibility" themes. This cluster highlights the fundamental significance of social responsibility in influencing CSR speech, albeit showing relatively lower frequencies. "Employee Engagement" is the focal point of Cluster 3 (blue), indicating its importance as an crucial result variable in CSR research. There is a high correlation between CSR practices and employee engagement processes as evidenced by the 69 linkages and 50 occurrences. "Sustainability" is represented by Cluster 4 (yellow), which highlights the increasing incorporation of a long- tactical and environmental viewpoints in CSR research. The growing alignment between CSR and sustainable development frameworks is highlighted by this cluster. "Employee Absorption" is the focus of Cluster 5 (purple), highlighting its significance as a crucial organisational result impacted by CSR programs. Employee loyalty and CSR practices appear to have established connections based on the reported link degree and occurrences. The other groupings represent the growing breadth of CSR research by capturing additional issues pertaining to company actions, employee happiness, and rising transdisciplinary views. A thorough depiction of the interconnectedness of these topics is shown by a co-occurring network visualization, which was created using VOSviewer based on titles and abstracts. Overall, the data shows that CSR research is moving toward a more multifaceted and integrated framework where environmental issues and employee-associated results are becoming more closely tied.

Figure 3 Keyword analysis Sources- VOS viewer Bibliographic Coupli



4. Results and Discussion

4.1 Bibliographic Coupling Analysis; By establishing connections among articles based on common citations, bibliographic coupling analysis was used to investigate the intellectual framework of the CSR–employee research field. This method makes it possible to evaluate how similar studies are to one another and aids in identifying major sources and conceptual connections in literature. 71 of the 249 sources included in the information set satisfied the minimal requirement of having at least two documents, demonstrating their applicability and value to the field. Having nodes standing in for journals or publications and linkages indicating common reference patterns, the network visualization produced by VOSviewer emphasizes the quality of relationships across various sources. Sustainability (Switzerland) was one of the detected sources that stood out as a highly important node in the network, represented by an orange cluster, indicating its significant contribution and strong connectedness within CSR-related literature. In a comparable direction, Corporate Social Responsibility and Environmental Management emerges as another crucial nodes, denoted in green, thereby signifying its noteworthy contribution to the conceptual of CSR and sustainable development research. This publications' significance indicates that they function as key knowledge centers in the field of CSR-employee research, promoting the publication of significant studies and aiding in the emergence of central research subjects. A high level of topic congruence is shown by the tight binding between these sources, especially in areas pertaining to sustainability, ethical management, and employee-centered organizational practices. Overall, the bibliographic coupling analysis shows a rather coherent research structure in which the development of CSR literature is mostly shaped

by a core group of journals and volumes. This interdependence demonstrates the growing integration of CSR with employee-related outcomes and sustainability-oriented research approaches, as well as the sophistication of the discipline.

Figure 4 Bibliographic Coupling (Sources- VOS viewer)

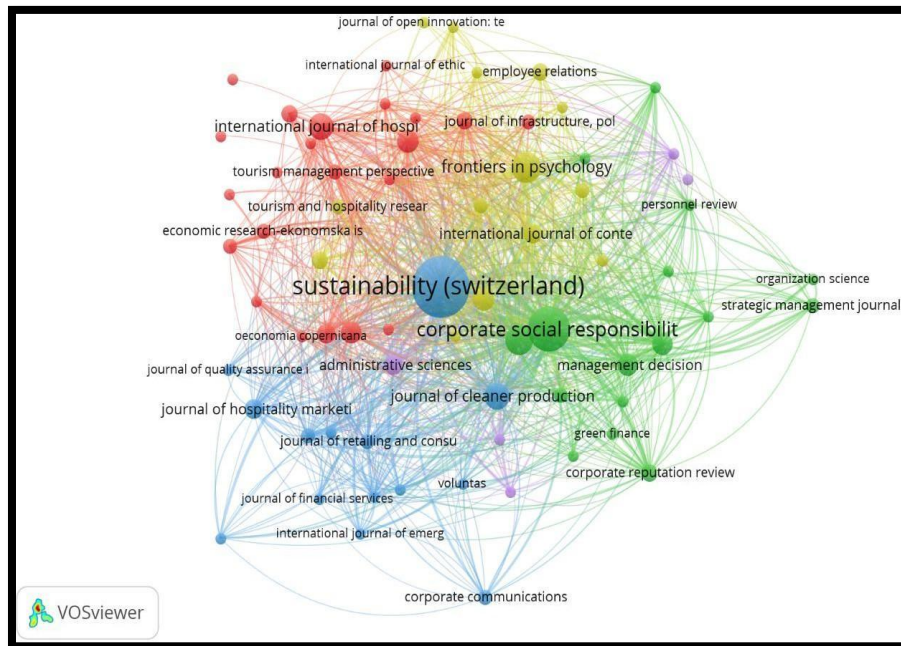


Table 3 Annual Scientific Production

Year	No. of Publications	Cumulative Publications	Annual Growth Rate (%)	Total Citation Per Year	Avg Citation Per Article
2014	1	1		163	163
2015	8	9	700	813	102
2016	3	12	-63	251	84
2017	9	21	200	748	83
2018	16	37	78	817	51
2019	27	64	69	1360	50
2020	34	98	26	1489	44
2021	55	153	62	2122	39
2022	77	230	40	1077	14
2023	98	328	27	1014	10
2024	126	454	29	387	3
2025	26	480	-79	1	0.04

4.2 Annual Growth and Citation Trend Analysis: A significant increase in CSR-employee research between 2014 and 2024 is shown by a longitudinal investigation of journal output, which reflects the growing scholarly and practical significance of this field. From one study in 2014 to 126 articles in 2024, the quantity of publishing increased dramatically, reaching a cumulative total of 454 publications by the end of 2024 and 480 when partial data for 2025 are taken into account. This climbing line demonstrates the quick growth and increasing institutionalization of corporate social responsibility (CSR) as a major field of study within organizational and human resource studies. But there hasn't been a consistent growing tendency. Sharp swings were seen in the early years, with a particularly strong A development rate of almost 200% in 2017 and over 79% in 2018, signifying the field's initial blooming phase. The years 2021 to 2024, on the other hand, show a more steady and consistent growing trajectory, with yearly gains varying from 27% to 40%, indicating the subject's shift toward stability and academic concentration. Regarding citations dynamics, the average number of references per document shows a downward tendency, falling from a particularly high value of 163 citations in 2014 to roughly 3 citations in 2024 and 0.04 for the partially indexed year 2025. This decrease reflects both the growing number of publications in the area and the shorter citation window available for freshly released studies rather than necessarily indicating worse the research's quality. Additionally, the annual total of cites peaked in 2021 at 2,122 citations before progressively declining in the years that followed. This tendency is in line with the educational research lifecycle, which shows that while younger works have not yet reached their full citing potential, earlier papers gradually acquire references. All things considered, these designs indicate that CSR-employee scholarship has developed from a young field into a well-established and quickly growing one, marked by rising article output, steady growth trends, and changing citation dynamics. The results demonstrate the field's advancement toward theoretical and empirical maturity and emphasize the growing significance of CSR in influencing staff-associated effects.

Table 4 Top Cited Document

Rank	Title	Authors	Publication Year	Journal Name	DOI	Total Citation	Citation Per Year
1	Customer loyalty: A review and future directions with a special focus on the hospitality industry	Kandampully J.; Zhang T.C.; Bilgihan A.	2015	International Journal of Contemporary Hospitality Management	10.1108/IJCHM-03-2014-0151	395	39.50
2	The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust	Islam T.; Islam R.; Pitafi A.H.; Xiaobei L.; Rehmani M.; Irfan M.; Mubarak M.S.	2021	Sustainable Production and Consumption	10.1016/j.spc.2020.07.019	345	86.25
3	Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment	Flammer C.; Luo J.	2017	Strategic Management Journal	10.1002/smj.2492	310	38.75
4	How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing	Rasool S.F.; Wang M.; Tang M.; Saeed A.; Iqbal J.	2021	International Journal of Environmental Research and Public Health	10.3390/ijerph18052294	240	60.00
5	The COVID-19 pandemic and organisational commitment of senior hotel managers	Filimonau V.; Derqui B.; Matute J.	2020	International Journal of Hospitality Management	10.1016/j.ijhm.2020.102659	228	45.60
6	Social responsibility messages and worker wage requirements: Field experimental evidence from online labor marketplaces	Burbano V.C.	2016	Organization Science	10.1287/orsc.2016.1066	178	19.78

7	Corporate environmental responsibility, employer reputation and employee commitment: An empirical study in developed and emerging economies	Dögl C.; Holtbrügge D.	2014	International Journal of Human Resource Management	10.1080/09585192.2013.859164	163	14.82
8	European Banks' Reputation for Corporate Social Responsibility	Forcadell F.J.; Aracil E.	2017	Corporate Social Responsibility and Environmental Management	10.1002/c sr.1402	156	19.50
9	Progress in Research on CSR and the Hotel Industry (2006-2015)	Serra- Cantallops A.; Peña- Miranda D.D.; Ramón- Cardona J.; Martorell- Cunill O.	2018	Cornell Hospitality Quarterly	10.1177/1938965517719267	151	21.57
10	Corporate social initiatives and employee retention	Bode C.; Singh J.; Rogan M.	2015	Organization Science	10.1287/orsc.2015.1006	139	13.90

4.3 Analysis of Highly Cited Documents

The examination of the most frequently referenced works in the area of CSR-employee research offers crucial insights into the fundamental research influencing both theoretical and empirical advances in the area. Together, these extremely important studies show how CSR has a complex impact on administrative and client-specific aspects in addition to employee-specific outcomes. With 395 citations, Kandampully et al. (2015) stands out among the most referenced contributions as a groundbreaking study that examines consumer loyalty in the hospitality industry and highlights the indirect influence of CSR in fostering connections with stakeholders. Similar to this, Islam et al. (2021) offer a thorough framework that demonstrates the interdependence of both external and internal organizational results by connecting CSR with customer loyalty through mediating factors including company standing, consumer with clients, and faith. Flammer and Luo (2017), with 310 citations, conceptualize CSR as a governance mechanism that improves staff conduct and business success from a worker-centric standpoint. In support of this, Rasool et al. (2021) highlight how CSR can help reduce toxic work conditions and show how it affects staff involvement and satisfaction. Burbano (2016), whose field experiment (178 citations) examines how CSR-related messaging affects worker expectation and salary preferences in labor markets, offers more empirical support. Furthermore, Filimonau et al. (2020), with 228 citations, investigates the function of CSR in times of crisis, emphasizing its impact on company resilience and dedication of managers amid the COVID-19 pandemic. Serra-Cantallops et al. (2018) and Bode et al. (2015) are two additional noteworthy papers that offer insights into the function of CSR in employee retention and industry-specific applications. While Forcadell and Aracil (2017) underline the significance of CSR in establishing a company's image, notably within the banking sector, fundamental research like Dögl and Holtbræge (2014) further underscore the connection between environmental responsibility and staff dedication. When taken as a whole, these widely recognized studies highlight the integrative impact of CSR in affecting views among external stakeholders as well as internal employee results. The wide application and increasing importance of CSR beyond professions are demonstrated by the variety of research contexts and methodological techniques represented in these works, supporting CSR's status as a key concept in modern corporate studies.

Table 5 Top 10 Publishing Journals

Rank	Journal Name	Country	Total No.of Articles	Total Citation	Avg. Citation Per Article	Publisher	SJR 2024/Cate gory	H Index
1	Sustainability (Switzerland)	Switzerland	43	886	20.60	Multidisciplinary Digital Publishing Institute (MDPI)	0.688/Q1	207
2	Corporate Social Responsibility and Environmental Management	United Kingdom	26	826	31.77	John Wiley and Sons Ltd	2.294/Q1	129
3	Frontiers in Psychology	Switzerland	13	193	14.85	Frontiers Media SA	0.872/Q2	212
4	Social Responsibility Journal	United Kingdom	12	335	27.92	Emerald Group Publishing Ltd.	0.899/Q1	63
5	International Journal of Hospitality Management	United Kingdom	9	372	41.33	Elsevier Ltd	2.731/Q1	186
6	Journal of Cleaner Production	United Kingdom	9	553	61.44	Elsevier Ltd	2.174/Q1	354
7	International Journal of Organizational Analysis	United Kingdom	7	40	5.71	Emerald Group Publishing Ltd.	0.869/Q2	47
8	Journal of Hospitality and Tourism Management	United Kingdom	7	194	27.71	Elsevier Ltd	2.158/Q1	85
9	Cogent Business and Management	United Kingdom	6	51	8.50	Cogent OA	0.596/Q2	56
10	Journal of Business Ethics	Netherlands	6	495	82.50	Springer Netherlands	3.039/Q1	277

4.4 Leading Journals in CSR–Employee Research (Rewritten – Q1 Level)

Performance and scientific significance in the sector are highlighted by the examination of top journals that publish CSR-employee research, which shows a neutral interaction between publication volume and citation impact. CSR research is intrinsically multidisciplinary, encompassing fields like sustainability, management, psychology, and greetings, as evidenced by the dispersion of articles across journals. With 43 publications and 886 citations overall—an average of 20.6 citations per article—Sustainability (Switzerland) is the most prolific journal. It is a crucial venue for sharing CSR-related information with a variety of academic audiences because of its high publishing volume, which is a reflection of its wide, transdisciplinary nature and availability. Having 26 publications producing 826 citations and a typical of 31.8 citations per piece, Corporate Social Responsibility and Environmental Management, on the other hand, has a significant citation impact in relation to its output. This signifies that the journal publishes more specialized and significant research in the CSR field and shows more impact per article. Though producing 13 papers, Frontiers in Psychological has a relatively low average citation rate (14.9), which might be due to its emphasis on specialized psychological aspects of CSR. Its participation, however, highlights how behavioral and emotional viewpoints are increasingly being incorporated into CSR studies. In particular, while conducting comparatively fewer papers, journals like the Journal of Improved Development and the International Journal of Hospitality Management exhibit remarkably high citation averages (41.3 and 61.4, respectively). This implies that CSR studies in the areas of sustainable development and hospitality typically have a significant scholarly influence. Despite only publishing six contributions, the publication of Business Ethics has the most citation influence of any publication, with an average of 82.5 citations per piece. This emphasizes its status as a leading source of excellent, theoretically valid CSR studies. Furthermore, mid-tier periodicals with high citations averages and constant editorial output, including the Journal of Hospitality and Tourism Management and the prestigious Social Responsibility Journal, continue to have a sustained degree of influence. The ongoing expansion and broadening of employee CSR research is greatly aided by these magazines. All factors considered, the allocation of publications shows a stable and changing research environment where both high-volume and high-impact journals progress research. The results emphasize how transdisciplinary CSR research is and how crucial it is to choose the right communication channels based on both intellectual influence and reach.

Table 6 Top 10 country- Country-wise Contribution

Rank	Country	No. of Publication	Total Citations	Average Citations Per Paper
1	China	67	1931	29
2	Pakistan	55	2229	41
3	United States	52	1812	35
4	India	47	624	13
5	Malaysia	45	506	11
6	Spain	36	1270	35
7	United Kingdom	36	1118	31
8	South Korea	31	485	16
9	Viet Nam	23	264	11
10	Taiwan	22	337	15

The geographic variation and differing degrees of academic effect across regions are highlighted by the country-wise distribution of CSR-employee research. With 67 publications contributing 1,931 citations and an average of 29 citations per paper, China tops the subject in terms of published amount, demonstrating its significant influence. With 55 publications yielding 2,229 links and an astounding average of 41 citations per article, Pakistan, nevertheless, exhibits the greatest total academic effect, demonstrating the excellent caliber and significance of its study production. With 52 publications and 1,812 citations (35 average), the United States continues to hold a high rank among advanced nations, but European nations like Spain and the United Kingdom demonstrate considerable contributions with good citation performance. All Spain and the UK show a high degree of investigation significance in relation to their results, with 36 publications and 1,270 citations (35 average) and 36 journals and 1,118 citations (31 average). On the other hand, although they contribute significantly in terms of publication output, emerging economies like Malaysia and India have relatively lower citation averages. India, with 47 publications and 624 citations (13 average), and Malaysia, with 45 publications and 506 citations (11 average), show new research areas that are still acquiring international attention. Although they have a very small contribution on citations, other Asian nations including South Korea, Vietnam, and Taiwan additionally play to the growing body of work. The increasing regional interest in CSR and staff-related topics is reflected in South Korea (31 articles, 485 citations; 16 average), Vietnam (23 publications, 264 citations; 11 average), and Taiwan (22 publications, 337 citations; 15 average). Overall, the results point to disparities in research maturity, quality, and worldwide visibility, indicating that although studies is scattered among nations, citation effect differs considerably. The growing involvement of both established and emerging economies highlights the widening scope and worldwide impact of employee CSR engagement.

Table 7 Top 5 Universities- Institutional Productivity

Rank	Institution Name	Country	No. of Publications	% of Total Publication	Total Citations	Average Citation Per Paper
1	COLLEGE OF HOSPITALITY AND TOURISM MANAGEMENT, SEJONG UNIVERSITY, SEOUL	SOUTH KOREA	5	1.04	151	30
2	COLLEGE OF BUSINESS, ABU DHABI UNIVERSITY, P.O. BOX 59911, ABU DHABI	UNITED ARAB EMIRATES	3	0.63	128	43
3	DEPARTMENT OF MANAGEMENT SCIENCES, COMSATS UNIVERSITY ISLAMABAD (CU), ISLAMABAD	PAKISTAN	3	0.63	224	75
4	ECONOMICS AND MANAGEMENT SCHOOL, WUHAN UNIVERSITY, WUHAN,	CHINA	3	0.63	224	75
5	HAILEY COLLEGE OF COMMERCE, UNIVERSITY OF THE PUNJAB, LAHORE	PAKISTAN	3	0.63	10	3

The disparity among study results and scholarly importance is highlighted by the organizational analysis of CSR-affiliated research, which shows significant differences in both publication productivity and citation impact. The College of Hospitality and Tourism Management at Sejong University is the top performer in terms of publishing volume, with five publications making up 1.04 percent of the entire dataset and producing 151 citations, or 30 citations on average per piece. This suggests a steady and significant presence throughout the industry. A more thorough analysis of citation effect, yet, shows that organizations with fewer publications can exhibit noticeably more research influence. For example, Wuhan University's Economics and Management School and COMSATS University Islamabad, each with three articles, built up 224 citations, yielding an outstanding average of 75 citations per piece. This implies that when evaluating institutional importance, the caliber and significance of research output may take precedence over the quantity of publications. Similar to this, the College of Business at Abu Dhabi University has a solid balance between impact and production with three publications and 128 citations (43 on average). The Hailey College of Commerce at the University of the Punjab, on the other hand, has a comparatively small impact, with an average of three citations per paper and just ten citations from three journals. In all, these results show that organizational importance in CSR staff member research is more closely linked to citation performance and research impact than it is to the quantity of publications. The findings highlight how crucial it is to conduct significant, high-caliber research in order to get more scholarly prominence and prominence in the subject

Table 8 Distribution and Citation Impact of Document Types in the Bibliometric Dataset

DOCUMENT TYPE	NO. OF DOCUMENTS	TOTAL CITATIONS	AVG. CITATIONS PER DOCUMENT	% OF TOTAL DOCUMENTS
ARTICLE	447	9733	21.77	93.125
BOOK	2	19	9.50	0.417
BOOK CHAPTER	6	6	1.00	1.250
CONFERENCE PAPER	8	33	4.13	1.667
NOTE	1	3	3.00	0.208
RETRACTED	1	45	45.00	0.208
REVIEW	15	403	26.87	3.125

The dataset's distribution of document types demonstrates how journal publications have a significant influence on CSR-associated employee research. With 93.1% of all publications (447 articles) and 9,733 citations—an average of 21.8 citations per article—articles make up the vast majority of the dataset. This predominance highlights how crucial peer-reviewed journal papers are as the major channel for sharing important and high-caliber research in this field. With an average of 26.9 citations per presentation, reviews show a rather high citation effect while making up only 3.1% of the entire database (15 publications). This demonstrates their vital role in integrating research findings, summarizing current information, and directing further scholarly investigation. The existence of a retraction article with 45 cites is an intriguing finding, indicating that some research may still have an impact on scholarly discourse even after being pulled, maybe as a result of their early exposure or significance at the time of publication. With average citations of 9.5 and 1.0 per publication, standard and other document genres, such as novels (0.4%) and

chapters of books (1.3%), show comparatively minimal visibility and lesser citation impact. The papers from the conference (1.7%) and notes (0.2%) also make a small contribution to the literature, with average citation rates of 4.1 and 3.0, respectively, suggesting that they are narrower or exploratory. In general, the results suggest that while various kinds of documents serve supplemental and specialized functions within the larger academic environment, published publications articles continue to be the cornerstone of CSR–employee research, backed by highly important assessment research.

5. CONCLUSION

The current study offers a thorough literature-based evaluation of the changing association between job-related outcomes, particularly engagement, satisfaction, and retention, and the notion of corporate social responsibility (CSR). CSR has evolved from a peripheral organizational activity to a central strategic mechanism that significantly influences internal organizational dynamics, especially in the area of management of human capital, according to the investigation of 480 academic articles. The findings show that workers react favorably to companies that demonstrate a sincere dedication to social, ethical, and environmental concerns. Psychiatric are strengthened, job happiness is increased, and turnover intentions are decreased when CSR programs are in line with employee values. Additionally, the incorporation of corporate social responsibility (CSR) into HRM procedures is part of a larger movement for a more sustainable HRM, in which employee welfare is increasingly acknowledged at a strategic priority alongside company efficiency and brand. The study has several limitations despite its contributions. The analysis's reach may have been limited by its only reliance on the Scopus database, which might have led to the omission of pertinent research that were indexed in different databases. Furthermore, the qualitative breadth of employee opinions and the contextual variations of CSR practices across industries and cultural settings are not fully accounted for by bibliometric analysis, which primarily captures quantitative patterns like publication trends, citation structures, and keyword relationships. The chosen time span (2014–2025) might not accurately reflect previous foundational studies or the most recent papers that have not yet received citations, even if it is a period of notable progress in CSR research. These drawbacks emphasize the necessity of using mixed-method techniques in future studies, combining empirical and qualitative studies with bibliometric evaluation. To further understand how CSR programs transform into significant outcomes for workers in various corporate contexts, future research should include inter-industry or intercultural comparisons. Furthermore, a more complex understanding of the ways in which CSR affects workplace attitudes and actions can be obtained by connecting bibliometric insights with actual the experiences of staff members. In summary, the results confirm that CSR is now a strategically imperative that improves employee engagement, satisfaction, and retention—all of which contribute to long-term organizational sustainability and competitive advantage—rather than just an ethical duty. The design will entail ongoing multifaceted study that connects quantitative trends with human-centered organizational insights to advance both theory and application of this field.

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