Article

CSR and job satisfaction in Pakistan's construction sector: The roles of organizational commitment and perceived support

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Abstract: This study investigates the impact of Corporate Social Responsibility (CSR) on employee job satisfaction within Pakistan's construction industry, with a focus on the mediating role of organizational commitment and the moderating role of perceived organizational support (POS). Employing survey data collected from a diverse range of construction firms across Pakistan, the quantitative analysis reveals that CSR initiatives significantly enhance employee job satisfaction, primarily through the mediating influence of organizational commitment. The findings suggest that when employees perceive their organization as socially responsible and engaged in community betterment, they exhibit greater commitment to the organization, which in turn fosters higher levels of job satisfaction. Although POS does not significantly moderate the CSR—job satisfaction relationship, it remains a critical factor in cultivating a supportive and positive work environment. This study contributes to the growing literature on CSR and employee outcomes by offering empirical evidence from a developing economy context. The results have practical implications for construction firms aiming to enhance employee morale and reduce turnover by leveraging CSR as a strategic tool to improve organizational commitment and overall job satisfaction.

Keywords: CSR; employee job satisfaction; organizational commitment; perceived organizational support; construction sector

1. Introduction

Corporate Social Responsibility (CSR) has emerged as a critical component of strategic management due to its influence on various organizational outcomes, including employee job satisfaction. CSR refers to the ethical conduct of organizations that seek to generate positive societal impact while addressing the interests of their stakeholders (Ali et al., 2020). As CSR continues to gain prominence, it becomes imperative for organizations to understand its effects on employee perceptions and attitudes in order to foster a motivated and committed workforce.

A growing body of empirical evidence supports that CSR initiatives significantly enhance employee job satisfaction. When employees perceive their organization as socially responsible, it positively influences both their job satisfaction and organizational commitment (Chatzopoulou et al., 2022; Hajiali et al., 2022). One underlying mechanism of this relationship is enhanced organizational identification, whereby employees experience a sense of pride in being associated with an ethically responsible employer (Turker, 2009). Moreover, employee satisfaction is closely linked to the perception that the organization values their contributions and well-being, a dynamic often mediated by perceived organizational support (POS) (Asrar-Ul-Haq et al., 2017).

Pakistan's construction sector contributes significantly to national GDP and employment yet remains riddled with labor instability, safety risks, and poor social protections (Brammer et al., 2007; Li et al., 2024). Given these challenges, exploring CSR in this sector is crucial for informing context-specific human resource practices and sustainable development policies. While numerous studies have examined CSR's influence on employee outcomes in sectors such as banking, education, and manufacturing, the construction industry in Pakistan remains underrepresented. This sector is frequently associated with informal labor practices, safety violations, and environmental degradation, yet few empirical studies address how CSR can reshape employee attitudes in this context. Therefore, this study uniquely contributes by empirically analyzing CSR's psychological and organizational effects within actor that is both economically critical and socially challenging.

To date, the construction sector—often criticized for substandard labor conditions and environmental degradation—has received comparatively limited attention in Corporate Social Responsibility (CSR) research, particularly when contrasted with extensively studied sectors such as banking and education (Brammer et al., 2007). Moreover, within this industrial and geographical context, the mediating role of perceived organizational support (POS) and the moderating influence of organizational commitment in the relationship between CSR and job satisfaction remain underexplored, representing a significant gap in the existing literature.

The overarching aim of this study is to investigate the mediating and moderating roles of perceived organizational support and organizational commitment, respectively, in the relationship between CSR initiatives and employee job satisfaction in Pakistan's construction sector. By addressing these gaps, the research intends to contribute to academic understanding and provide practical insights for organizations seeking to enhance employee morale through targeted CSR strategies in one of the country's most economically significant industries.

2. Literature review

2.1. The role of CSR in enhancing employee job satisfaction

Organizations engage in a broad spectrum of internal and external initiatives as part of their Corporate Social Responsibility (CSR) strategies, aiming to generate positive societal impact. CSR efforts may be internally oriented—focusing on enhancing employees' well-being and fostering a supportive work environment—or externally directed, targeting community development and environmental sustainability. This literature review synthesizes existing research on the relationship between integrated CSR practices and employee job satisfaction. It examines relevant theoretical frameworks, reviews empirical findings, and discusses the implications of CSR integration for organizational performance and success.

The interaction between internal and external Corporate Social Responsibility (ICSR and ECSR) can be understood through several theoretical perspectives. From the lens of Social Exchange Theory, CSR initiatives are perceived by employees as organizational investments in their well-being. Cropanzano and Mitchell (2005) argue that when organizations implement both internal and external CSR practices, employees feel valued, which in turn enhances their organizational commitment and

job satisfaction. Similarly, Social Identity Theory provides another interpretive framework. When employees perceive alignment between their organization's internal practices and external CSR commitments, they are more likely to develop a stronger sense of identification with the organization. As posited by Tajfel and Turner (1985), this alignment fosters feelings of pride and belonging, ultimately contributing to higher levels of job satisfaction.

To optimize the impact of internal and external Corporate Social Responsibility (ICSR and ECSR) on employee job satisfaction, it is essential to integrate both dimensions cohesively. Internal CSR activities typically include initiatives aimed at enhancing working conditions, fostering diversity and inclusion, ensuring health and safety, and providing opportunities for professional development. Empirical studies by Altheeb et al. (2023) and Obeidat et al. (2018) indicate that such initiatives positively influence job satisfaction by making employees feel valued and supported by their organization. On the other hand, external CSR efforts—such as environmental sustainability programs, community engagement, and philanthropic activities—also play a critical role. Research by Brammer et al. (2007) and Turker (2009) suggests that employees experience greater job satisfaction when they perceive their organization as contributing positively to society, reinforcing a sense of purpose and organizational pride.

A growing body of research indicates that the integration of internal and external Corporate Social Responsibility (ICSR and ECSR) practices is associated with increased employee job satisfaction. Systematic examinations across diverse organizational contexts have demonstrated a positive correlation between perceived CSR and employee well-being. For instance, Ali et al. (2020) and De Roeck and Farooq (2018) found that employees who perceive their organizations as socially responsible—both internally and externally—report higher levels of overall job satisfaction. Empirical evidence from various industries further supports the notion that the implementation of ICSR and ECSR strategies enhances employee morale and satisfaction. Studies by Guzzo et al. (2021) and Chatzopoulou et al. (2022) suggest that employees are more engaged and committed to their work when they believe their organization actively contributes to the well-being of the broader community. Moreover, research by Hajiali et al. (2022) highlights that strong organizational commitments to CSR—encompassing both workplace improvements and societal contributions—are positively associated with employee engagement, which in turn fosters greater satisfaction in the workplace.

Organizational context—such as corporate culture and industry characteristics—and individual traits, including personal values and expectations, can significantly shape the extent to which integrated Corporate Social Responsibility (CSR) practices influence job satisfaction. Employees who place a high value on social responsibility are more likely to experience enhanced job satisfaction when their organization actively engages in CSR initiatives (Hawn and Ioannou, 2016). Empirical evidence suggests a strong positive association between employee well-being and firms that implement integrated CSR strategies encompassing both internal practices (e.g., employee welfare and ethical labor standards) and external commitments (e.g., community engagement and environmental sustainability).

A substantial body of research indicates that Corporate Social Responsibility

(CSR)—both internal (ICSR) and external (ECSR)—has a significant impact on organizational commitment. Internal CSR practices, such as promoting work-life balance and involving employees in decision-making processes, enhance employees' perceived value within the organization (Brammer et al., 2022; Cheng, 2014). Similarly, external CSR initiatives aimed at benefiting the community and the environment can enhance the organization's external image, which in turn fosters greater employee commitment (Guzzo et al., 2021). Organizational commitment has emerged as a critical mediating mechanism in the relationship between CSR and employee job satisfaction. Empirical evidence suggests that when employees perceive their organization as socially responsible, particularly in its external engagements, they exhibit higher levels of organizational commitment, which subsequently contributes to greater job satisfaction. For instance, Chatzopoulou et al. (2022) found that organizational commitment partially mediates the positive relationship between ECSR and job satisfaction. In brief, internal Corporate Social Responsibility (CSR) encompasses initiatives focused on enhancing employee well-being, including fair treatment, workplace safety, and opportunities for professional development. In contrast, external CSR refers to organizational efforts that benefit the broader society and environment, such as philanthropic activities, environmental sustainability programs, and community engagement initiatives. By aligning internal policies with external CSR commitments, organizations can cultivate a more meaningful and supportive work environment, enhancing employee engagement, satisfaction, and retention. Based on the reviewed literature, we posit the following hypothesis.

H1: A significant positive relationship exists between comprehensive CSR practices (internal and external) and employee job satisfaction.

2.2. Role of organizational commitment

With growing interest in organizational commitment as a moderating variable, research exploring the relationship between Corporate Social Responsibility (CSR) and employee job satisfaction has gained prominence within the field of organizational behavior. Organizational commitment, characterized by employees' emotional attachment to and identification with their organization and its mission, plays a crucial role in shaping their intention to remain with the organization and their willingness to contribute toward its goals. According to Social Identity Theory (SIT), employees experience greater job satisfaction when they perceive a strong sense of belonging to their organization (Tajfel and Turner, 1985). CSR initiatives can enhance this sense of belonging by aligning organizational values with those of employees, thereby fostering a deeper emotional connection and a more fulfilling work experience.

Organizational commitment has been identified as a key mediator in the relationship between Corporate Social Responsibility (CSR) and job satisfaction, as evidenced by multiple empirical studies. Chaudhary and Akhouri (2019) found that job satisfaction is positively associated with organizational commitment, which is, in turn, strengthened by employees' sense of affiliation with a socially responsible organization. Additionally, Altheeb et al. (2023) demonstrated that job satisfaction mediates the relationship between employees' perceptions of CSR and both organizational commitment and overall job satisfaction. Similarly, Guzzo et al. (2021)

reported that positive perceptions of CSR initiatives enhance employees' commitment to the organization as well as their satisfaction with their work. Collectively, these findings underscore the pivotal role of organizational commitment in translating CSR perceptions into favorable employee attitudes and behaviors.

The literature consistently identifies organizational commitment as a mediating variable in the relationship between Corporate Social Responsibility (CSR) initiatives and employee job satisfaction. By implementing CSR practices that foster a sense of belonging and alignment with organizational values, organizations can enhance both employee loyalty and overall job satisfaction. To strengthen the generalizability of these findings, future research should further examine the mediating role of organizational commitment across diverse organizational contexts and industry sectors. Drawing on the reviewed literature, the following Hypothesis 2 is proposed:

H2: Organizational commitment mediates the relationship between Corporate Social Responsibility (CSR) and employee job satisfaction, whereby higher perceived CSR fosters stronger organizational commitment, which in turn enhances job satisfaction.

2.3. Moderating role of perceived organizational support

Investigating the moderating role of perceived organizational support (POS) in the relationship between Corporate Social Responsibility (CSR) and employee job satisfaction is particularly warranted within the context of the Pakistani construction industry. Perceived organizational support refers to the extent to which employees believe their organization values their contributions and cares about their well-being. Grounded in Social Exchange Theory (Eisenberger et al., 1986), POS suggests that when organizations demonstrate support for their employees, a reciprocal relationship is fostered—employees, in turn, are more likely to exhibit increased engagement, commitment, and productivity. Examining POS as a moderating variable offers valuable insights into how supportive organizational climates may amplify the positive effects of CSR on employee outcomes.

Empirical studies have demonstrated that perceived organizational support (POS) significantly influences job satisfaction and serves as a buffer against adverse workplace experiences. Eisenberger et al. (2002) emphasized that employees who feel valued and recognized by their organization report higher levels of job satisfaction, particularly when they perceive strong organizational support. Furthermore, POS has been found to mediate the relationship between various organizational characteristics and employee outcomes. For instance, Erdogan and Enders (2007) observed that the positive association between Leader-Member Exchange (LMX) and job satisfaction is amplified when supervisors perceive high levels of organizational support. These findings suggest that the positive effects of supportive leadership behaviors on employee satisfaction are strengthened when employees also perceive a broader culture of support within the organization.

Perceived organizational support (POS) can serve as a critical moderating variable in the relationship between Corporate Social Responsibility (CSR) initiatives and employee outcomes by influencing how employees respond to CSR activities. Employees are more likely to report higher levels of job satisfaction when they

perceive that their organization supports their engagement in CSR-related efforts. Yang et al. (2010) provide empirical evidence for this moderating role, demonstrating that POS mitigates the negative effects of job stress on employee outcomes. This buffering effect underscores the importance of cultivating a supportive organizational environment in which employees feel valued and appreciated, thereby enhancing the overall effectiveness of CSR initiatives.

Moreover, research has shown that perceived organizational support (POS) can strengthen the relationship between emotional labor and work-related attitudes. Employees who perceive high levels of organizational support are better equipped to manage the emotional demands of their roles without experiencing declines in job satisfaction. Skaalvik and Skaalvik (2007) found that supportive organizational environments enable individuals to cope more effectively with emotional labor, thereby sustaining positive attitudes toward their work. These findings suggest that POS not only exerts a direct influence on job satisfaction but also interacts with other organizational practices to enhance employee well-being and resilience.

In summary, the existing body of research supports the proposition that perceived organizational support (POS) plays a critical moderating role in the relationship between Corporate Social Responsibility (CSR) initiatives and employee job satisfaction. Organizations that foster a supportive work environment—where employees feel valued and acknowledged—are more likely to enhance both employee commitment and overall satisfaction. To strengthen the generalizability of these findings, future research should explore this moderating effect across diverse organizational and cultural contexts, with particular attention to underexplored sectors such as the Pakistani construction industry and similar developing market environments. Therefore, we propose Hypothesis 3. **Figure 1** proposed a moderated mediation framework. CSR has both direct and indirect effects on job satisfaction. The indirect effect operates through organizational commitment (mediation). The strength of the mediation path (CSR → Commitment) is influenced by POS (moderation).

H3: Perceived organizational support moderates the relationship between Corporate Social Responsibility (CSR) initiatives and employee job satisfaction, such that the positive impact of CSR on job satisfaction is strengthened when perceived organizational support is high.
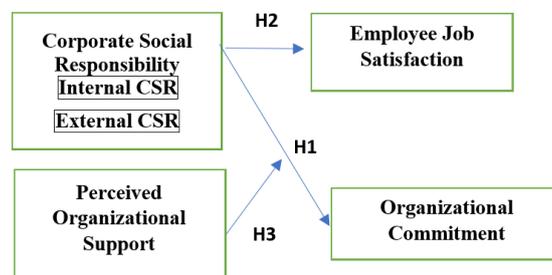

Figure 1. The research conceptual framework.

3. Method

3.1. The design of survey

This study adopts a quantitative research design to examine the impact of

Corporate Social Responsibility (CSR) on employee job satisfaction, with organizational commitment and perceived organizational support (POS) serving as moderating variables. Recent studies have extended POS research to construction safety and knowledge sharing, underscoring POS as vital in high-risk, resource-intensive sectors (Li et al., 2024). These insights are particularly relevant to Pakistan's construction firms, where resource constraints and regulatory gaps heighten the need for supportive environments. The research focuses on the Pakistani construction industry, targeting a range of projects and firms to collect empirical data. Data were gathered through a structured questionnaire distributed via Google Forms. The survey instrument covered key constructs, including employee perceptions of CSR initiatives, organizational commitment, perceived organizational support, and job satisfaction. Responses were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The survey was distributed across several prominent construction projects and organizations in Pakistan, including Taj Residencia, Bahria Town, Park View City, River View Housing Project, and various initiatives under the Capital Development Authority (CDA). The target population comprised a diverse group of professionals involved in these projects, including managers, consultants, employees, real estate brokers, and accountants. A total of 209 responses were collected from these varied roles. This sample size is deemed adequate for statistical analysis and provides a comprehensive representation of stakeholder perceptions within the Pakistani construction industry.

To investigate the complex relationships among the study variables, the collected data will be analyzed using the Statistical Package for the Social Sciences (SPSS). The research process was guided by strict adherence to ethical standards. Informed consent was obtained from all participants before data collection, and respondents were assured that their information would remain confidential and be used solely for academic purposes. This methodological approach provides a systematic framework for exploring the influence of Corporate Social Responsibility (CSR) on employee job satisfaction within Pakistan's construction sector. Given the critical role organizational factors play in shaping employee outcomes in this industry, the study aims to contribute meaningful insights through the application of quantitative research techniques and rigorous data analysis procedures.

Assessment of Corporate Social Responsibility constructs:

To quantify Corporate Social Responsibility (CSR), this study adopted a scale development process grounded in established theoretical frameworks. Specifically, it drew upon the multidimensional model proposed by Turker (2009), which conceptualizes Corporate Social Responsibility (CSR) across five core dimensions: responsibilities toward employees, customers, society, the environment, and adherence to legal and ethical standards. This comprehensive approach facilitates the assessment of corporate accountability across a range of stakeholder groups. Additionally, the framework of Maignan and Ferrell (2001) was incorporated to contextualize CSR within a broader cultural and organizational citizenship perspective. The finalized measurement scale comprises five items, each designed to ensure construct validity and reliability in assessing CSR perceptions. Empirical data were gathered through standardized survey instruments administered to both managers

and employees within the selected organizations. The application of a rigorous methodological approach enhances the robustness of the findings and provides deeper insights into the practical implementation of CSR in contemporary organizational contexts.

3.2. Assessment of Corporate Social Responsibility constructs

3.2.1 Measurement of employee job satisfaction

Building on the foundational work of Spector (1985) and Locke et al. (1976), this study assessed employee job satisfaction using a five-item Likert-type scale. The scale was developed based on Spector's Job Satisfaction Survey, which evaluates multiple dimensions of job satisfaction, particularly within human service professions. Each item was carefully designed to capture employees' subjective evaluations of their job satisfaction, using a response scale ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure the psychometric robustness of the instrument, attention was given to establishing both construct validity and internal consistency reliability. Data were collected through structured questionnaires administered across diverse organizational settings, enabling a comprehensive analysis of job satisfaction levels. This methodological approach contributes to the broader discourse on employee well-being and organizational effectiveness, offering empirical insights that reinforce the relationship between job satisfaction and organizational performance.

3.2.2. Measurement of organizational commitment

Drawing upon the seminal contributions of Mowday et al. (1979) as well as Meyer et al. (1993), this study adopted a scale development approach to assess organizational commitment. The instrument was based on Meyer et al.'s (1993) three-component model, which conceptualizes commitment through affective, continuance, and normative dimensions. A five-item scale was developed to capture the multifaceted nature of employees' psychological attachment to their organization, reflecting emotional involvement, perceived cost of leaving, and a sense of moral obligation. Each item was meticulously designed to ensure content relevance, construct validity, and internal consistency. Data were collected via structured questionnaires administered to employees across a range of organizational settings, enabling a comprehensive evaluation of commitment levels. This rigorous methodological framework not only enhances the empirical robustness of the findings but also contributes meaningfully to the broader discourse on employee engagement, retention, and organizational sustainability.

3.2.3. Measurement of perceived organizational support

Informed by the pioneering work of Eisenberger et al. (1986) and the comprehensive synthesis by Rhoades and Eisenberger (2002), this study utilized a Likert-type scale to measure perceived organizational support (POS). The five-item scale was designed to evaluate employees' perceptions of the extent to which their organization values their contributions and demonstrates concern for their well-being. Each item was rated on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree), ensuring both construct validity and internal reliability. Data were collected through structured surveys administered across diverse organizational settings, enabling a nuanced analysis of POS levels. This methodological approach not

only reinforces the empirical rigor of the findings but also deepens the understanding of how perceived organizational support influences employee engagement and commitment, thereby contributing to the broader literature on organizational behavior and human resource practices.

4. The findings of the result

4.1. Reliability analysis

The reliability analysis indicates that all measured constructs exhibit high internal consistency. Cronbach's alpha coefficients for Corporate Social Responsibility ($\alpha = 0.894$), employee job satisfaction ($\alpha = 0.910$), organizational commitment ($\alpha = 0.832$), and perceived organizational support ($\alpha = 0.889$) all exceed the commonly accepted threshold of 0.70, thereby confirming the reliability of the measurement instruments **(Table 1)**. These results provide robust evidence of the instruments' suitability for assessing the relationships between CSR initiatives and employee-related outcomes. All reliability coefficients exceeded the commonly accepted threshold of 0.70 for internal consistency (Nunnally and Bernstein, 1994), indicating high measurement reliability. While excessively high alpha values may sometimes suggest item redundancy, the coefficients observed in this study are indicative of minimal random measurement error and a strong degree of internal coherence among the items. Overall, the reliability metrics underscore the dependability of the survey instruments in capturing the intended constructs across varied organizational contexts.

Table 1. Reliability test analysis.

Name of variables	Number of items	Cronbach's α
Corporate Social Responsibility	5	0.894
Employee job satisfaction	5	0.910
Organizational commitment	5	0.832
Perceived organizational support	5	0.889

Descriptive statistics reveal that respondents generally hold favorable perceptions of the examined constructs within their respective organizations. As shown in **Table 2**, the mean scores indicate positive evaluations for Corporate Social Responsibility (CSR) ($M = 4.51$), employee job satisfaction (EJS) ($M = 4.09$), organizational commitment (OC) ($M = 4.31$), and perceived organizational support (POS) ($M = 4.23$), all measured on a five-point Likert scale. The standard deviations, which range from 0.49 to 0.60, suggest a moderate level of response variability. While there is some degree of heterogeneity in individual perceptions, the overall trends point to a consistently positive outlook across the assessed dimensions. These findings suggest a broadly supportive organizational climate with relatively high levels of endorsement for CSR practices and associated employee attitudes.

Table 2. Descriptive statistics.

Variables	Sample	Mean	Standard deviation
Corporate Social Responsibility	209	4.51	0.49
Employee job satisfaction	209	4.09	0.60
Organizational commitment	209	4.31	0.57
Perceived organizational support	209	4.23	0.51

4.2. Pearson correlation coefficient analysis

In **Table 3**, the results of the correlation analysis reveal statistically significant and positive relationships ($p < 0.01$) among Corporate Social Responsibility (CSR), perceived organizational support (POS), organizational commitment (OC), and employee job satisfaction (EJS). The strength of these correlations, ranging from $r = 0.59$ to $r = 0.71$, indicates a robust association between CSR practices and key organizational outcomes. Specifically, CSR demonstrates a substantial positive correlation with POS, OC, and EJS, suggesting that employees who perceive their organization as socially responsible are more likely to feel supported by their organization, exhibit greater commitment, and report higher levels of job satisfaction.

Table 3. Pearson correlation analysis.

	1	2	3	4
Corporate Social Responsibility	1			
Perceived organizational support	0.591**	1		
Organizational commitment	0.698**	0.711**	1	
Employee job satisfaction	0.702**	0.658**	0.693**	1

** Correlation is significant at the 0.01 level (2-tailed).

These empirical findings align with theoretical frameworks that posit socially responsible practices as catalysts for fostering a supportive and cohesive organizational climate. The observed relationships underscore the potential of CSR to enhance employees' affective attachment to their organization and their overall job-related well-being. In sum, the data provide compelling evidence that CSR initiatives are not merely symbolic but play a critical role in cultivating a networked and engaged workplace culture.

4.3. Statistical testing of hypotheses

The results of the regression analysis indicate a statistically significant and positive association between Corporate Social Responsibility (CSR) and employee job satisfaction ($\beta = 0.69$, $p < 0.001$), thereby providing empirical support for Hypothesis 1 **(Table 4)**. This evidence reinforces the theoretical proposition that CSR initiatives serve as a crucial driver of employee well-being within organizational settings. Aligned with extant literature underscoring the favorable impact of CSR on various organizational outcomes, these findings suggest that the implementation of CSR practices can substantially enhance employees' affective responses to their work environment, thereby contributing to greater job satisfaction and organizational engagement.

Table 4. Empirical testing of hypotheses.

Variables	*B*	SE	*T*	*P*	LL 95%CI	UL 95%CI
CSR $\rightarrow$ EJS	0.69***	0.05	160.59	0.00	0.58	0.66
CSR $\rightarrow$ OC $\rightarrow$ EJS	0.59***	0.05	150.79	0.00	0.61	0.73
POS $\rightarrow$ OC	0.39***	0.05	70.89	0.00	0.41	0.60
CSR $\times$ POS $\rightarrow$ OC	0.04	0.04	20.02	0.21	−0.015	0.21

*** $p < 0.001$.

The results of the mediation analysis provide empirical support for Hypothesis H2, indicating that organizational commitment (OC) significantly mediates the relationship between Corporate Social Responsibility (CSR) and employee job satisfaction (EJS). The path coefficient from CSR to OC is highly significant ($\beta = 0.73$, $p < 0.001$), suggesting that CSR initiatives strongly predict increased organizational commitment, which in turn positively influences job satisfaction. This finding aligns with Social Exchange Theory, which posits that employees reciprocate organizational support, such as CSR initiatives, with greater commitment and satisfaction. The evidence thus substantiates the proposed mediation mechanism, highlighting the critical role of OC as an indirect pathway through which CSR enhances employee well-being.

The regression-based moderation analysis does not support Hypothesis H3, as perceived organizational support (POS) does not significantly moderate the relationship between Corporate Social Responsibility (CSR) and organizational commitment ($\beta = 0.04$, $p = 0.21$). Instead, POS exerts a significant direct positive effect on organizational commitment ($\beta = 0.39$, $p < 0.001$), suggesting its independent role in fostering employee commitment. Contrary to the hypothesized moderating role, POS does not significantly influence the CSR–employee job satisfaction (EJS) link beyond CSR's existing impact. Nonetheless, the positive direct association between POS and commitment reflects its importance as a standalone predictor of favorable employee attitudes.

5. Conclusion

Responsibility (CSR) and employee job satisfaction (EJS) within the context of Pakistan's construction industry, emphasizing the mediating role of organizational commitment (OC) and the moderating role of perceived organizational support (POS). The findings provide empirical support for Hypotheses H1 and H2, indicating that CSR has a significant positive effect on EJS and that this relationship is partially mediated by OC. In contrast, Hypothesis H3 is not supported, as POS does not significantly moderate the CSR-EJS relationship. Instead, POS demonstrates a direct positive impact on organizational commitment, suggesting its influence operates independently rather than as a moderating factor.

Consistent with existing literature, the findings affirm that Corporate Social Responsibility (CSR) initiatives play a significant role in enhancing employee morale and workplace productivity by fostering a sense of being valued and appreciated. These results contribute to the growing body of scholarship demonstrating the positive influence of CSR on employee attitudes and behaviors, particularly within the context

of the construction sector in developing economies such as Pakistan. By reinforcing employees' emotional attachment to their organization, CSR serves as a strategic lever for improving job satisfaction and overall organizational performance. The finding that CSR significantly predicts job satisfaction aligns with the conclusions of Chatzopoulou et al. (2022) and Guzzo et al. (2021), who emphasized the role of CSR-induced pride in cultivating positive employee attitudes. Furthermore, the mediating role of organizational commitment corroborates the psychological mechanism proposed by Chaudhary et al. (2019), whereby CSR enhances employee satisfaction through heightened commitment. However, the absence of a significant moderating effect of perceived organizational support (POS) diverges from earlier findings by Erdogan and Enders (2007). This discrepancy may be explained by cultural or industry-specific factors, suggesting that in certain contexts, such as the construction sector in Pakistan, the impact of CSR initiatives may surpass the influence of perceived organizational support in shaping employee commitment and satisfaction.

However, the study is not without limitations. Its focus on a single industry within one national context—Pakistan's construction sector—may limit the generalizability of the findings to other industries or regions. Additionally, the reliance on self-reported data may introduce common method bias. To address these issues, future research should consider cross-sectoral comparative studies and employ mixed-method approaches, including qualitative data and objective performance indicators. Furthermore, the cross-sectional nature of this study precludes the observation of long-term trends. Longitudinal research is therefore recommended to explore how the impact of CSR evolves.

This study contributes to the Corporate Social Responsibility (CSR) literature by illustrating the integrated influence of both internal and external CSR practices on employee outcomes within a traditionally underexplored, high-risk industry in a developing market context. Specifically, it highlights the construction sector in Pakistan, where CSR's strategic role remains insufficiently examined. The findings elucidate the mediating function of organizational commitment, particularly within employment environments characterized by safety hazards and job insecurity. Furthermore, the study offers practical implications for policymakers by underscoring the need to institutionalize CSR practices and labor protection standards, thereby aligning with Pakistan's broader national objectives under the United Nations Sustainable Development Goals (UN SDGs).

Future research could build upon these findings in several meaningful directions. Cross-industry comparative studies would help assess the generalizability of CSR's impact on employee outcomes across different organizational and cultural contexts. Longitudinal research designs may reveal the temporal dynamics and causality underlying the CSR-commitment-satisfaction nexus. Additionally, examining other potential moderating variables—such as employee engagement, organizational culture, or the innovation climate—could provide further insight into the boundary conditions of CSR effectiveness. Finally, the integration of quantitative and qualitative approaches may offer a more nuanced and comprehensive understanding of how CSR initiatives function in complex, real-world organizational settings.

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software, PTL; validation, PTL; formal analysis, AZK; investigation, AZK; resources, PTL; data curation, PTL; writing—original draft preparation, AZK, writing—review and editing, CWL; visualization, AZK; supervision, CWL; project administration, CWL; funding acquisition, CWL. All authors have read and agreed to the published version of the manuscript.

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Informed consent statement: All participants provided informed consent prior to their involvement in this study. Consent has also been obtained from the volunteers for the publication of this paper.

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