

The consequences of employees' perceived corporate social responsibility: A meta-analysis

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Abstract

This paper reviews the relationship between employees' perceived CSR and its dimensions and work outcomes, and explores the moderating effects of the samples' demographic characteristics (i.e., gender, age), and national culture, based on a meta-analysis of 65 studies from 67 samples. Results show that perceived CSR and its dimensions are positively related to employees' positive attitudes and behaviours, and negatively related to their negative attitudes and behaviours. The results also partially support the moderating effects of the samples' demographic characteristics in terms of age and gender, and national culture. This study supplements existing theoretical review articles, and further confirms the psychological effects of perceived CSR. In addition, the results further confirm the rationality of CSR practices and provide suggestions for enterprises to better use CSR strategies to motivate their employees.

1 | INTRODUCTION

Corporate social responsibility (CSR), defined as "context-specific organisational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis & Glavas, 2012, p. 933), has become an operative tool for enterprises to pursue competitive advantage and commercial success (Du, Bhattacharya, & Sen, 2015). The past few decades have witnessed a significant increase in research on CSR at the organisational level (Lee, 2008), mainly focusing on CSR's effect on enterprises' financial outcomes (Aguinis & Glavas, 2012). However, there are some research gaps in the micro-level research of CSR (Glavas, 2016)—in particular, limited research attention has been paid to the stakeholder group of employees, who are important resources contributing to corporate performance and ultimately determining the long-term survival of the enterprise (De Roeck, Marique, Stinglhamber, & Swaen, 2014).

Furthermore, although many enterprises claim to practise CSR for its own sake, there have been continuous efforts by researchers to discover any possible benefits to enterprises arising from their CSR

activities. Previous scholars have pointed out the instrumental benefits of CSR (Rupp & Mallory, 2015), such as increasing performance, and encouraging consumption (see Becker-Olsen, Cudmore, & Hill, 2006; Waddock & Graves, 1997). However, the possible psychological effects of CSR on stakeholders within an enterprise are still under-investigated (Lin, 2010). In particular, employees, as one of the most important stakeholder groups in an enterprise, and who have tacit knowledge of the organisation, tend to be more aware of the motives behind CSR than other stakeholders (Fryzel & Seppala, 2016). Therefore, the way in which employees are psychologically affected by CSR activities is deserving of researchers' and managers' keen attention, since these psychological effects, such as organisational commitment, have the potential to decrease staff turnover and have positive effects on productivity (Rodrigo, Aqueveque, & Duran, 2019).

To investigate how employees are psychologically affected by CSR, we focus on employees' perceived CSR (hereafter "perceived CSR") at the individual level, which is consistent with what Glavas (2016) has suggested. Perceived CSR indicates employees' understanding of the enterprises' social responsibility practices (Lee, Park,

& Lee, 2013; Montgomery & Stone, 2009) and evaluation of the enterprises' social performance (Panagopoulos, Rapp, & Vlachos, 2016; Wagner, Lutz, & Weitz, 2009). It captures employees' knowledge of enterprises' responsibilities towards employees, consumers, government, the public, and the environment, according to the scales offered by Turker (2009b). Perceived CSR has been found to have an important impact on employees' attitudes and behaviours (Brown & Dacin, 1997; Rupp, Ganapathi, Aguilera, & Williams, 2006).

Though existing studies have made efforts to investigate how perceived CSR influences employees' attitudes and behaviours, a meta-analysis of the psychological effects of perceived CSR on employees' outcomes is needed for two reasons. First, although previous empirical studies (Brown & Dacin, 1997; Rupp et al., 2006) have yielded insights into the change in employees' attitudes and behaviours when they perceive CSR, the findings remain inconsistent and inconclusive. For example, some scholars (Du et al., 2015; Suh, 2016; Yilmaz, Ali, & Flouris, 2015) argue that perceived CSR has a positive effect on employees' job satisfaction, while others such as Wisse, van Eijbergen, Rietzschel, and Scheibe (2018) have found that perceived CSR is negatively correlated with job satisfaction ($r = -.01$).

Second, the majority of research summarising the relationships between perceived CSR and its consequences are qualitative review articles (see Aguinis & Glavas, 2012; Glavas, 2016; Gond, El Akremi, Swaen, & Babu, 2017; Rupp & Mallory, 2015). These works are important to quickly map out research in this field but are incapable of obtaining a firm conclusion through integrating the existing works. Therefore, a quantitative review article, namely a meta-analysis, is necessary to help us better understand the relationship between perceived CSR and its consequences from the employees' perspective (Rupp & Mallory, 2015).

This paper contributes theoretically by further confirming the psychological effects of perceived CSR at the individual level. It integrates the fragmented results of extant empirical studies and supplements existing qualitative review articles by obtaining reliable correlation coefficients between perceived CSR and its psychological consequences using a meta-analysis. It also points out the possible differences in employees of different genders, ages, and cultures when predicting employees' reactions to CSR practices. The paper also makes a practical contribution by verifying the rationality of enterprises' CSR activities and giving confidence to stakeholders that CSR activities will bring consequent benefits.

Following Gond et al.'s (2017) model, which divided the consequences of perceived CSR into four categories, namely, positive attitudes, positive behaviours, negative attitudes and negative behaviours, this paper categorises these consequences into the same four types when conducting the meta-analysis. Furthermore, this paper investigates the moderating effects of the samples' demographic characteristics (gender and age), and national culture on the relationship between perceived CSR and its consequences, as a possible explanation for the intragroup variances of different individual clusters. The proposed model in the meta-analysis is shown in Figure 1.

2 | LITERATURE REVIEW

Extant studies have investigated employees' perceived CSR and its consequences, and obtained two main findings. First, perceived CSR promotes employees' positive attitudes and behaviours, such as organisational commitment (Erdogan, Bauer, & Taylor, 2015), organisational identity (De Roeck, El Akremi, & Swaen, 2016), organisational trust (Farooq, Payaud, Merunka, & Valette-Florence, 2014), job satisfaction (Glavas & Kelley, 2014), employees' creativity (Spanjol, Tam, & Tam, 2015), organisational citizenship behaviour (Farooq, Rupp, & Farooq, 2017), and so on. Second, perceived CSR reduces employees' negative attitudes and behaviours, such as organisational cynicism (Sheel & Vohra, 2016), turnover intention (Carnahan, Kryscynski, & Olson, 2015), and organisational deviation (Evans, Goodman, & Davis, 2010). Although most of the research has reached an agreement about perceived CSR and employees' attitudes and behaviours, some inconsistent findings remain (see Wisse et al., 2018) due to some interfering factors, such as measurement and sampling errors and some possible moderators such as the samples' demographic characteristics.

Beyond this empirical research, many other researchers have attempted to conduct review articles to better integrate current research conclusions. For example, Aguinis and Glavas (2012) conducted a review of 588 journal articles, and 102 books and book chapters, and drew conclusions regarding the outcomes of CSR at the individual level, including the reactions of employees when perceiving CSR. Rupp and Mallory (2015) also conducted a review

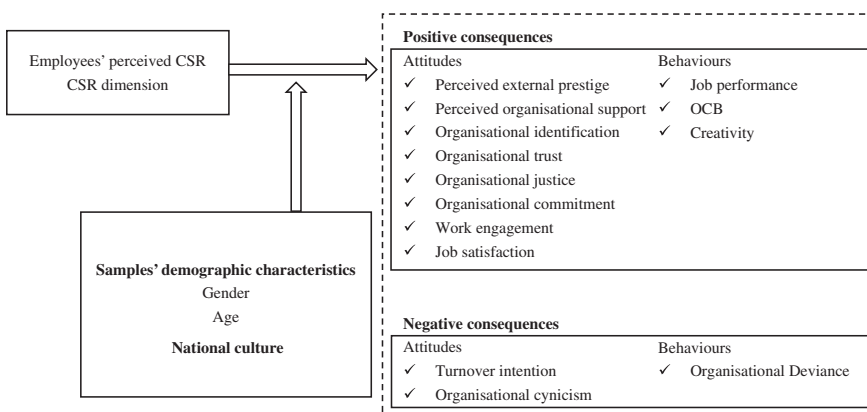


FIGURE 1 Proposed model in the meta-analysis

to summarise the impact of CSR on job seekers' and incumbent employees' attitudes and behaviours. Glavas (2016) summarised relevant outcome variables of perceived CSR by putting forward a research framework integrating organisational psychology and CSR. Gond et al. (2017) discussed the driving factors, effects and evaluation processes of micro-CSR, focusing on not only current formal employees but also potential employees, managers, executives, and CFOs. These review articles definitely serve as important references to understand CSR at the individual level and point out a future direction of research. However, these qualitative reviews do not necessarily resolve the problem of inconsistent findings of perceived CSR. Therefore, a meta-analysis that can control the above two errors that occurred in previous empirical studies and which can explore the possible moderating effect of the samples' demographic characteristics is needed to delineate reliable correlation coefficients between these variables, and further deepen our understanding of perceived CSR within a micro framework.

Previous researchers have often used organisational identity theory (Ashforth & Mael, 1989) and social exchange theory (Blau, 1964) to explain employees' reactions when perceiving CSR (see Cropanzano & Rupp, 2008; Kim, Lee, Lee, & Kim, 2010). Other theories, such as relationship management theory (Broom, Casey, & Ritchey, 2000; Dhanesh, 2014) and organisational justice framework (Rupp et al., 2006) have also been used to argue the relationship between perceived CSR and employees' attitudes and behaviours. These explanations lead to an almost unanimous conclusion that perceived CSR has impact on employees' attitudes and behaviours. However, a hypothesis is implicit in these theories that CSR practice has served as an important signal, which has been received by the employees. We cannot neglect the signalling effects of CSR practice to explain employees' reactions when perceiving CSR.

Therefore, some researchers have used signalling theory to explain employees' reactions to CSR practices. Signalling theory (Spence, 1973) asserts that individuals interpret an organisation's observable actions as signals of unobtrusively observable firm characteristics, thereby forming impressions about a firm's motives (Goldberg & Allen, 2010). Employees continually try to grasp a firm's less observable characteristics (e.g., whether the firm is helpful and sympathetic) by watching for observable signals such as firms' CSR performance, which in turn shapes employees' evaluations of the firms, and changes their attitudes and behaviours (McNamara, Carapinha, Pitt-Catsoupes, Valcour, & Lobel, 2017). Since CSR signals not only reflect the possibility of values congruence (Glavas, 2016), but also show the goals and norms of an organisation (Greening & Turban, 2000), it is beneficial to shape the attitudes and behaviours of incumbent employees. Therefore, we use the signalling theory to construct our research framework and develop our hypotheses. We also use some of the theories mentioned above and some other popular theories in this field, such as cognitive dissonance theory and attraction-selection-attrition framework to strengthen the arguments of the specific hypotheses.

3 | PERCEIVED CSR AND CONSEQUENCES

3.1 | Perceived CSR positively correlates with employees' positive attitudes

Perceived CSR is expected to be positively correlated to employees' positive attitudes, such as perceived external prestige and perceived organisational support. "Perceived external prestige" is employees' perceptions of how others evaluate their organisation (Herrbach & Mignonac, 2004; Smidts, Pruyn, & Van Riel, 2001), and it consists of employees' judgments of the organisation's reputation based on the external information to which they are exposed (Smidts et al., 2001). Since enterprises' strategic choices and practices often serve as important signals to the various stakeholders in forming their impressions of the firms (Basdeo, Smith, Grimm, Rindova, & Derfus, 2006), CSR practices can be considered a sign of the underlying quality of the enterprises (Connelly, Certo, Ireland, & Reutzel, 2011). CSR practices signal the organisation's positive image (Jones, Willness, & Madey, 2014) to employees and other stakeholders, which influences employees' organisational identification (Kim et al., 2010) and the evaluations of others from outside of the organisation (Arikan, Kantur, Maden, & Telci, 2016); these enhance employees' perception of external prestige (Kim et al., 2010). Therefore, perceived CSR leads to employees' perception of external prestige.

Another positive attitude that has been widely examined is "perceived organisational support," which is defined as employees' judgments about whether the organisation values their contribution and pays attention to their welfare, while they are at work (Eisenberger & Stinglhamber, 1986); it is shaped mainly by the way the enterprise treats them (Shore & Wayne, 1993). CSR shows care towards stakeholders' well-being, which conveys signals to the employees that they are valued and respected in such organisations (Glavas & Kelley, 2014). This means perceived organisational support is improved if employees perceive a high level of CSR practice. Further, CSR practice involves behaviours that are beneficial to others and considers whether others are being treated fairly (De Roeck & Maon, 2018). These behaviours are perceived as signals for employees to judge whether they are treated well (Jones et al., 2014) according to the organisational justice framework (Cropanzano, Rupp, Mohler, & Schminke, 2001). Therefore, employees will perceive support from organisations with good CSR practice which treat other stakeholders well (Wayne, Shore, Bommer, & Tetrick, 2002).

Accordingly, the following hypothesis is proposed:

Hypothesis 1 *Perceived CSR is positively correlated with employees' perception of external prestige and organisational support.*

Similarly, perceived CSR is expected to be positively correlated with organisational identification and organisational trust. According to Ashforth and Mael (1989), "organisational identification" reflects "the extent to which individuals define the self in terms of the membership in the organisation" (Knippenberg & Sleebos, 2006, p.572). Perceived CSR will promote employees' organisational identification

in two ways, based on signalling theory. First, the responsible behaviours of the enterprise signal the organisation's positive image, which provides a sense of pride for the employees (Glavas, 2016), and this kind of organisational pride will lead to an increase in organisational identification (De Roeck et al., 2016). Second, CSR signals the possibility of value fit between the organisation and employees (Gully, Phillips, Castellano, Han, & Kim, 2013; Jones et al., 2014), through which employees can enhance their organisational identification (Gonzalez & Chakraborty, 2012). Furthermore, employees will identify with the organisation which meets their needs for sense of belonging, self-esteem, and self-identity through undertaking CSR (Jones, 2010; Lee, Kim, Lee, & Li, 2012), since they are more likely to identify with organisations that can help them gain self-esteem and a sense of self-worth (Haslam, 2001) according to organisational identity theory (Ashforth & Mael, 1989).

"Trust" refers to the willingness of one party to expose its vulnerability to the other party when the other's actions are not under their control (Zand, 1972). Good CSR practices send positive signals to employees in terms of ethical position and moral value (De Roeck & Delobbe, 2012; Rupp et al., 2006), and convince employees, through behaviours and decisions, that the organisation consistently takes their interests into consideration, satisfying employees' expectations and further enhancing their trust in the organisation (Lee et al., 2012). Furthermore, in order to pay back the organisation's consideration, employees will voluntarily engage in some activities (Organ, 1990). Therefore, employees will trust the organisation more when employees receive the benefits that CSR activities bring to them (Hansen, Dunford, Boss, Boss, & Angermeier, 2011) based on the principle of reciprocity according to social exchange theory (Konovsky & Pugh, 1994).

Accordingly, the following hypothesis is proposed:

Hypothesis 2 *Perceived CSR is positively correlated with employees' organisational identification and organisational trust.*

We also expect that perceived CSR will positively correlate with organisational commitment and perceived organisational justice. "Organisational commitment" refers to "a psychological state that characterises the employees' relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation" (Meyer & Allen, 1991, p.67). CSR practices can bring pleasure, pride (Glavas & Kelley, 2014), and a sense of belonging (Azim, 2016) to employees, and convey the message that the enterprise is concerned about their needs; this, in turn, promotes employees to be more dedicated and committed to the organisation (Ali, Khan, & Rehman, 2013; Ali, Rehman, Yilmaz, & Ali, 2010). Moreover, Peterson (2004) suggests that individuals are apt to define their self-concepts according to the identity of the groups based on social identity theory. In the moral domain, CSR activities encourage employees to acknowledge the moral image of the organisation, and further motivate employees' moral self through a sense of fulfilment and self-esteem (Lee et al., 2012), and ultimately promote employees to commit more to the organisation.

"Perceived organisational justice" is employees' perception of the overall fairness of the organisation (Ambrose & Schminke, 2009; Bobocel, 2013; De Roeck et al., 2016). CSR practice sends a signal that the enterprise will respect, be concerned about, and provide fair treatment to, the employees (Jones et al., 2014), since the responsibility towards employees is one of the most important responsibilities that the enterprise has to undertake. Perceived CSR will, therefore, be positively related to employees' perceptions of organisational justice. The organisational justice model also proposes that employees' perception of organisational justice depends on how the organisation treats external stakeholders (Cropanzano et al., 2001; De Roeck & Maon, 2018). CSR practices serve as an important way of treating third parties with fairness (Rupp et al., 2006; Rupp, 2011), and employees will use their perceptions of the treatment of third parties to judge whether the organisation can offer the employees themselves fairness. Therefore, perceived CSR will be related to employees' perception of organisational justice.

Accordingly, the following hypothesis is proposed:

Hypothesis 3 *Perceived CSR is positively correlated with employees' organisational commitment and organisational justice.*

The existing research also suggests that perceived CSR will positively correlate with work engagement and job satisfaction. "Work engagement" refers to a satisfying work situation characterised by vitality, devotion, and immersion (Bakker & Leiter, 2010; Schaufeli, Salanova, González-Romá, & Bakker, 2002). Good CSR performance sends a message that employees can serve others and the society in addition to just making a living when working in such an organisation, which helps employees to identify meaningfulness in their work (Azim, 2016). This sense of meaningfulness will promote employees to engage more in the work (Britt, Adler, & Bartone, 2001; Kahn, 1990; May, Gilson, & Harter, 2004). Therefore, perceived CSR is positively associated with employees' work engagement. Kahn (1990) proposed that if individuals could fully embody all their ego (such as values and interests) in their work, they would be more engaged in their work (Rupp & Mallory, 2015). CSR activities and the ethical policies will create an atmosphere for employees which will urge them to express their values more frequently at work and further increase their engagement in work.

One of the most examined attitudes of individuals, "job satisfaction" is defined as the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976, p. 1300). Employees working in an enterprise that has undertaken CSR will receive signals that they are working in an organisation which emphasises the well-being of others (Glavas & Kelly, 2014). This kind of moral value will increase employees' satisfaction, since the moral values of an organisation are amongst the most important driving factors of employees' satisfaction (Weiss, Dawis, England, & Lofquist, 1967). Furthermore, working in an enterprise that has a good social performance also indicates that employees will gain meaningfulness and a sense of belonging in the work (Bauman & Skitka, 2012), which will further improve

employees' job satisfaction. It will further benefit both parties by effectively managing the relationship between the organisation and its employees, according to relationship management theory (Rupp & Mallory, 2015). Undertaking CSR is an effective tool to improve the quality of relationship management (Dhanesh, 2014), which shows enterprises' care and benevolence towards others, especially employees. This, in turn, will promote employees' job satisfaction. Therefore, perceived CSR will be related to employees' job satisfaction.

Accordingly, the following hypothesis is proposed:

Hypothesis 4 *Perceived CSR is positively correlated with employees' work engagement and job satisfaction.*

3.2 | Perceived CSR positively correlates with employees' positive behaviours

Based on previous studies, we would expect there to be effects of perceived CSR on positive behaviours in terms of in-role behaviours such as job performance, and extra-role behaviours such as organisational citizenship behaviour and creativity.

In terms of in-role behaviours, "job performance" is the sum of work-related behaviours, which are clear requirements in job descriptions and defined in the formal rewards system (Williams & Anderson, 1991). An organisation with a good reputation for promoting collective interests at the expense of corporate profits encourages employees to identify with the organisation and be proud of being a member of it (Turker, 2009a). The stronger the identification with the organisation, the more willingness there is amongst employees to make extra efforts to perform their duties and improve their performance (Carmeli, Gilat, & Waldman, 2007; Dutton, Dukerich, & Harquail, 1994). In addition, when employees feel respected and valued by the organisation which implements CSR, they are willing to trust the organisation and take more responsibility to improve organisational performance (Rhoades, Eisenberger, & Armeli, 2001), according to social exchange theory. This kind of trust will also encourage employees to actively respond to the calls of the organisation, and put more effort into their work to improve their performance (Xiong, 2015a).

Accordingly, the following hypothesis is proposed:

Hypothesis 5 *Perceived CSR is positively correlated with employees' job performance.*

As an extra-role behaviour, "organisational citizenship behaviour" is an individual and initiative-taking behaviour, which is beneficial to the overall well-being of the organisation, but is not officially required (Organ, 1988). When employees share common values with an organisation which has undertaken more social responsibility, they are motivated to engage in similar activities that benefit others, such as helping behaviours, rather than merely fulfilling their in-role work target (Bartels, Peters, de Jong, Pruyn, & van der Molen, 2010). In addition, employees will spontaneously increase

their organisational citizenship behaviours in order to express gratitude for the commitment the organisation has made to them (Blau, 1964). Therefore, employees will pay back their enterprises through organisational citizenship behaviours when they receive the benefits of CSR activities (Hansen et al., 2011). Moreover, the attraction-selection-attrition framework asserts that "those attracted to particular organisations are more homogeneous than the applicant pool in general" (Bretz, Ash, & Dreher, 1988); this means that employees working in a responsible enterprise will be more homogeneous in their values and attitudes towards CSR practices. Therefore, these employees are more likely to take the initiative to voluntarily engage in activities that will benefit the organisation without receiving any rewards. Therefore, perceived CSR will be positively related to employees' organisational citizenship behaviour.

Accordingly, the following hypothesis is proposed:

Hypothesis 6 *Perceived CSR is positively correlated with employees' organisational citizenship behaviour.*

Creativity refers to "employees' generation of novel and useful ideas concerning products, procedures, and processes at work" (Hirst, van Knippenberg, & Zhou, 2009, p. 281). Employees' creativity is not only influenced by personal factors, such as creative personality and inner/outer motivation, but also situational factors, such as job characteristics and working environment (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Working in a well-organised ethical environment will promote individuals to display more positive attitudes and behaviours (Baker, Hunt, & Andrews, 2006; Wang, 2018), including employees' creativity. In addition, an enterprise's good social performance also signals to employees that they will be working in an environment that embraces innovation and creativity, and this encourages employees to engage in more creative activities (Brammer, He, & Mellahi, 2015; Glavas & Piderit, 2009). In addition, CSR practices provide learning resources for employees, which are important for employees to carry out innovative activities (Amabile, 1988), and also reflect enterprises' concern for employees' well-being and personal development (Glavas & Kelley, 2014). This behaviour also conveys a message to employees that they are cared for and valued (Farooq et al., 2017). Therefore, employees will be more innovative in return for the care their organisation offers to them, according to the social exchange theory.

Accordingly, the following hypothesis is proposed:

Hypothesis 7 *Perceived CSR is positively correlated with employees' creativity.*

3.3 | Perceived CSR negatively correlates with employees' negative attitudes

Perceived CSR is also expected to negatively correlate with certain negative attitudinal outcomes, such as turnover intention and organisational cynicism.

“Turnover intention” is employees’ intention to leave the organisation, which plays a decisive role in causing employees’ actual turnover behaviour; this tendency may be attributed to the dissatisfaction of employees with the organisation or better opportunities being offered by other organisations (Allen, Shore, & Griffeth, 2003; Fishbein & Ajzen, 1975). An organisation with a responsible image will ensure employees’ satisfaction with the quality of their employment to some extent, which will decrease the possibility of being attracted by other opportunities (Hansen et al., 2011). Therefore, employees are apt to stay in the organisation when receiving signals that they are working in a responsible organisation (Ruiz-Palomino, Martínez-Cañas, & Fontrodona, 2013). In addition, employees will repay the organisation in consideration of what the organisation has offered to them, according to social exchange theory (Blau, 1964). Therefore, employees will be reluctant to leave if they perceive the enterprise as responsible towards them and other stakeholders even if the labour market offers other opportunities.

Another negative attitude that has been widely examined is “organisational cynicism,” which is defined as employees’ negative attitudes towards the organisation, including their negative beliefs, affects, and behavioural tendencies (Dean, Brandes, & Dharwadkar, 1998). Since enterprises with good CSR performance have undertaken responsibilities towards all their stakeholders, and do not merely focus on the benefit of a particular individual or group, this will signal to employees that the organisation is impartial and decrease organisational cynicism (Evans et al., 2010). In addition, cognitive dissonance theory proposes that cognitive dissonance “occurs when one cognition that a person holds follows from the obverse of another” (Cooper & Fazio, 1984, p. 230). Since an organisation’s CSR activities always indicate positive beliefs and values, it is incompatible with employees’ cynicism which delegates a negative belief (Sheel & Vohra, 2016). Such discrepancy will inevitably arouse employees’ cognitive dissonance. Therefore, employees tend to show less organisational cynicism and cater to organisation’s CSR activities so as to decrease this dissonance (Sheel & Vohra, 2016).

Accordingly, the following hypothesis is proposed:

Hypothesis 8 *Perceived CSR is negatively correlated with employees’ turnover and organisational cynicism.*

3.4 | Perceived CSR negatively correlates with employees’ negative behaviours

In terms of negative behaviours, we focus on the effect of perceived CSR on employees’ organisational deviation. “Organisational deviation” refers to employees’ behaviours such as stealing the resources of the organisation, working slowly, and neglect of duty, which can lead to losses for organisations (Evans & Davis, 2014). Employees will display more organisational deviation when they receive little support from the organisation and negatively evaluate their work environment (Colbert, Mount, Harter, Witt, & Barrick, 2004). Since enterprises with good CSR performance meet the demands of

employees at work and create a satisfying working environment for them (De Roeck et al., 2014), this convinces employees that they are supported by the organisation and will afterwards decrease employees’ organisational deviation accordingly. Moreover, cognitive dissonance will occur when individuals behave in a way in contrast to the values of the organisation. Therefore, employees will feel uncomfortable if displaying negative attitudes when working in an organisation with shared values emphasising contribution to society (Sheel & Vohra, 2016). In addition, since enterprises that have a favourable external image are more likely to have employees that follow the rules (Jackson et al., 2012), employees working in a prestigious organisation with good CSR performance will find it difficult to adapt themselves to their own deviant behaviours, and will decrease their organisational deviation.

Accordingly, the following hypothesis is proposed:

Hypothesis 9 *Perceived CSR is negatively correlated with employees’ organisational deviation.*

4 | DIMENSIONS OF PERCEIVED CSR AND CONSEQUENCES

Previous research has investigated CSR and its impacts by distinguishing different dimensions of it (such as De Roeck et al., 2014; Liu & Li, 2011; Song, Lee, Lee, & Song, 2015), and thus it is necessary to explore the relationship between various dimensions of perceived CSR and related outcomes to better grasp the effects of perceived CSR.

There are three ways to categorise CSR in the existing literature. First, Carroll (1991) proposed a pyramid model of CSR which includes four dimensions of CSR, namely economic, legal, ethical and philanthropic responsibility. We will illustrate the relationship between these four dimensions and relevant outcomes one by one.

Economic responsibility refers to the responsibility that the enterprises undertake by offering more employment and training opportunities, and providing goods and services of high quality to make a profit (Lin, Lyau, Tsai, Chen, & Chiu, 2010). It sends the signal that the enterprise continues to provide opportunities for its employees, and this further contributes to the welfare of society and communities (Holme & Watts, 2000). This signal will promote employees’ satisfaction with the organisation (Dhanesh, 2014), and thus affect their attitudes and behaviours.

Legal responsibility refers to the responsibility that the enterprises undertake by carrying out various commercial activities within the permissible scope defined by law (Lin et al., 2010). Legal responsibility sends the signal that the organisation runs its business legally, which helps it to accumulate a good reputation. An organisation which earns a good reputation through abiding by the laws and rules will earn employees’ commitment (see Peterson, 2004). Therefore, perceived legal responsibility will shape employees’ attitudes and behaviours.

Ethical responsibility is similar to ethical citizenship, which can be defined as the “organisational obligation to abide by moral rules

defining proper behaviour in society" (Lin et al., 2010, p. 360). This means that firms are trustworthy in their relationships and dealings with other stakeholders. Ethical responsibility sends a signal that the organisation focuses on morals and ethics beyond the requirement of the law and emphasizes moral standards when doing business. Well-signalled ethical responsibility leads to employees being inclined to identify with their organisation and respond to the organisation with more positive attitudes and behaviours (Lin et al., 2010).

Philanthropic responsibility refers to the responsibility to engage in activities that are "not mandated, not required by law, and not expected of business in an ethical sense" (Maignan & Ferrell, 2000). Philanthropic responsibility sends the signals that the enterprise cares about society beyond the expectations of the public. Such an enlightened message will be encouraging for employees, promote their identification towards the organisation, increase their pride (Glavas, 2016), and shape their attitudes and behaviours.

In sum, the above four dimensions of perceived CSR convey the message that running a business in an ethical way which is beneficial for employees and the whole society will increase employees' identification with the organisation. Accordingly, we propose the following hypothesis based on the aforementioned signalling theory and organisational identification theory.

Hypothesis 10a *Perceived economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility by employees are positively correlated with their positive attitudes and behaviours.*

The second way of categorising CSR in the existing literature is to divide CSR into two sections: ICSR (internal CSR--responsibilities towards employees) and ECSR (external CSR--responsibilities towards external stakeholders) (Brammer, Millington, & Rayton, 2007; Verdeyen, Put, & van Buggenhout, 2004). ICSR is defined as the responsible behaviour of an enterprise towards its employees (Mory, Wirtz, & Göttel, 2016), which reflects concern for employees. ICSR policies, such as providing a fair salary and ongoing training, are closely related to employees' physical and mental health (De Roeck et al., 2014). ECSR reflects concern for external stakeholders, such as social issues like corporate philanthropy, environmental protection, voluntary activities, and so on (Brammer et al., 2007; Chen, Patten, & Roberts, 2008; Cornelius, Todres, Janjuha-Jivraj, Woods, & Wallace, 2008). When employees perceive that an enterprise has fulfilled its corresponding responsibilities to external stakeholders, they will find their work meaningful (Bauman & Skitka, 2012).

Therefore, perceived ICSR and ECSR will shape the attitudes and behaviours of employees. For example, Brammer et al. (2007) found that if employees perceive that their organisation is responsible towards the community (i.e., they practise ECSR), their organisational commitment improves significantly. Shen and Zhu (2011) believe that the responsibility-oriented practice of human resource

management (i.e., ICSR) promotes employees' emotional commitment. The positive effects can also be identified in employees' other reactions to ICSR and ECSR.

Accordingly, the following hypothesis is proposed:

Hypothesis 10b *Perceived ICSR and ECSR by employees are positively correlated with their positive attitudes and behaviours.*

The third way to categorise CSR is to divide CSR into four dimensions (Turker, 2009b) based on stakeholder theory (Freeman, 1984), namely the responsibility towards employees, consumers, governments, and the public/environment. The first of these, responsibility towards employees, is similar to ICSR and we can infer that it would improve employees' positive attitudes and behaviours accordingly. The responsibility towards consumers, governments, the public, and the environment could be regarded as ECSR, which affects employees' attitudes and behaviours. For example, Cao, Cheng, and Zhang (2012) found that CSR towards consumers and employees had a positive effect on employees' work engagement.

Accordingly, the following hypothesis is proposed:

Hypothesis 10c *Perceived responsibility towards employees, consumers, government, public, and environment are positively correlated with their positive attitudes and behaviours.*

5 | MODERATING EFFECTS OF THE DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

5.1 | Gender

Previous studies have suggested that there are significant differences in values between men and women (Greening & Turban, 2000; Papamarcos & Sama, 1998) towards work organisations. Men seem to pay more attention to the instrumental or economic goals of the organisation, while women are more likely to care about the philanthropic performance of the organisation (Ibrahim & Angelidis, 1994). Compared with men, women are more likely to be affected by the signals of CSR practices, such as fair working conditions and good reputation (Brammer et al., 2007).

Some research has found that women show more positive attitudes towards CSR compared with men (Alonso-Almeida, Perramon, & Bagur-Femenias, 2017; Kahreh, Babania, Tive, & Mirmehdi, 2014; Ng & Burke, 2010). Further, Peterson (2004) suggests that, in addition to economic responsibility, the relationship between legal, moral, and discretionary responsibility perceived by the employees and organisational commitment was more significant for women. Brammer et al. (2007) also believe that the impact of perceived CSR on employees' organisational commitment is more evident amongst women. Therefore, we expect that the relationship between perceived CSR and its consequences will be stronger amongst the female sample.

Accordingly, the following hypothesis is proposed:

Hypothesis 11 *Gender Characteristics of the sample moderates the relationship between perceived CSR and its consequences, such that the relationship between perceived CSR and its attitudinal and behavioural consequences is stronger amongst the female sample.*

5.2 | Age

Socioemotional selectivity theory (Carstensen, Mikels, & Mather, 2006) can be used to predict the moderating effect of age on the relationship between perceived CSR and its corresponding consequences. According to this theory, social goals are divided into two categories: one is related to instrumental motivation, and the other is related to emotion and meaningfulness. When individuals feel that they have a long life ahead of them, they will put instrumental social goals first. However, if individuals feel that their future time is limited, they will put meaningful goals first (Carstensen, Isaacowitz, & Charles, 1999; Lang & Carstensen, 2002; Treadway, Breland, Adams, Duke, & Williams, 2010).

We, therefore, predict that employees will place more emphasis on a meaningful goal as age increases and become more willing to meet the demands of belonging in a social environment, and the demands of security in the working environment. Older employees tend to express their trust, commitment, and satisfaction with the organisation in order to meet the above demands, indicating that older employees are less likely to leave an organisation when they receive positive signals from CSR practices. However, work engagement, job performance, and creativity to some extent reflect employees' instrumental goals. Therefore, young employees who still have a long working life ahead of them are more likely to engage with the organisation and improve job performance when the organisation sends signals that it has a good social performance.

Accordingly, the following hypotheses are proposed:

Hypothesis 12 *Average age of the sample moderates the relationship between perceived CSR and its consequences, such that the relationship between perceived CSR and organisational identification, organisational trust, organisational commitment, and organisational deviance is stronger for older employees, while the relationship between perceived CSR and work engagement, job performance, and creativity is weaker for older employees compared with younger ones.*

6 | MODERATING EFFECT OF THE NATIONAL CULTURE

Cultural values embody collective beliefs and judgments about what is good or bad, what is worthwhile or not worthwhile, and what deserves pursuit or avoidance (Rokeach, 1973). We have limited our study to use only collectivism versus individualism to represent cultural differences,

since this is often applied in culture-related research and easy to identify through the distinguishing country and nationality. People from cultures with lower levels of individualism tend to believe that individuals are interdependent and responsible to the larger group (Javidan, House, Dorfman, Hanges, & de Luque, 2006; Waldman et al., 2006). Especially, employees in collectivist countries believe that self-sacrifice is worth it for the benefit of the whole group (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). In contrast, individualism emphasises individual rights, autonomy and self-achievement (Hofstede, 2001). People from more individualistic countries believe they are independent of the group, and place more emphasis on the realisation of personal goals relative to the interests of the organisation (Farooq et al., 2017). Their behaviours are more subject to the influence of their personal attitudes than social norms and rules (Markus & Kitayama, 1991).

The differences between cultural values in different countries lead to different employees' perceptions of CSR (Waldman et al., 2006), and we believe that employees from different nations will interpret CSR differently based on national culture (McNamara et al., 2017). For example, Wei, Egri, and Lin (2014) found that employees in a Taiwanese sample showed more organisational commitment than their Canadian counterparts when they perceived ICSR. Therefore, employees' reactions to perceived CSR will be different in different countries (McNamara et al., 2017). We predict that, compared with employees from countries with a high level of individualism, employees from countries with a low level of individualism will tend to identify with CSR practices, pay closer attention to the benefit of the organisation, and be more willing to make extra efforts to fulfil their responsibilities and improve their attitudes and behaviours.

Accordingly, the following hypothesis is proposed:

Hypothesis 13 *There is a stronger relationship between perceived CSR and its consequences in nations with lower levels of individualism than in those with higher levels of individualism.*

7 | METHODS

7.1 | Literature search

We systematically retrieved the literature on the consequences of perceived CSR. First, we searched for the relevant literature published from January 1997 to January 2017 in the databases: (a) ABI/INFORM Complete, (b) EBSCOhost, (c) ScienceDirect, (d) Emerald, (e) JSTOR, (f) SpringerLink, (g) Wiley InterScience, (h) Google Scholar, and (i) the Web of Science (SSCI), using the keywords "Corporate social responsibility (CSR)," "corporate social responsiveness," "corporate social performance (CSP)," "corporate citizenship," "corporate conscience," and "sustainable responsible business" following the practices of Hou, Liu, Fan, and Wei (2016).

Second, we made a comprehensive review of the literature published in several well-known journals, such as *Academy of Management Journal*, *Administrative Science Quarterly*, *Business Ethics: A European Review*, *Business Ethics Quarterly*, *Business & Society*, *Journal of Business Ethics*, *Journal of Management*, *Journal*

of Management Studies, Journal of Organizational Behavior and so on, according to the list provided by Aguinis and Glavas (2012).

Third, we reviewed several review articles (such as Aguinis & Glavas, 2012; Glavas, 2016; Gond et al., 2017; Rupp & Mallory, 2015) of related topics, and further complemented some articles by examining the references.

Fourth, we retrieved doctoral dissertations from databases such as PsycINFO/Dissertation, ProQuest and Web of Science (SSCI).

Fifth, we searched for Chinese articles which is retrieved by CSSCI in Chinese database called CNKI.

7.2 | Criteria for inclusion of the studies

Each study included in the sample was an empirical study that focused on perceived CSR by employees. At least one outcome of perceived CSR was included in each study. In addition, the correlation coefficient between perceived CSR and related outcomes was reported in each study.

7.3 | Coding procedures of the studies

Two authors independently coded the necessary details, such as the effect sizes (correlation efficient), sample sizes, coefficients of alpha reliability, and samples' gender percentage and average age according to the coding manuals and instructions. High agreement was reached after re-checking the original articles that had been coded differently. In consideration of the coded details needed, 65 studies with 67 samples (Chinese and English) were used for the meta-analysis (please refer to Tables 1–4 for more information about the studies included in the meta-analysis). Additionally, we coded the individualism scores of different nations according to the dimension data matrix on the website maintained by Geert Hofstede (<https://geerthofstede.com/research-and-vsm/dimension-data-matrix/>).

7.4 | Data analysis procedures

First, Classic Fail-Safe N (Rosenthal, 1979) and Egger's Regression Intercept (Egger, Smith, Schneider, & Minder, 1997) were used in this study to determine whether publication bias exists in our meta-analysis. Publication bias is the possible problem of the "file drawer" in the meta-analysis, that is, a bias of sample selection due to the fact that nonsignificant results are often locked away in researchers' file drawers (Scargle, 2000) and not published. Classic fail-safe N is often used to identify the possible publication bias in a meta-analysis by providing the number of unpublished studies that need to make a significant result of current meta-analysis insignificant. A higher fail-safe coefficient indicates a more stable result of the meta-analysis. For the Egger's Regression Intercept, a coefficient beyond .05 indicates no bias can be identified in the meta-analysis.

Second, measurement error was corrected for in the correlations (Hunter & Schmidt, 2004) by dividing the observed one by the product

of the square root of perceived CSR's and consequences' coefficients of alpha reliability. Subsequently, we used CMA 2.0 software with the corrected correlations mentioned above to further conduct the meta-analysis. We reported a Q statistic (the weighted sum of squares) and an I^2 statistic (the proportion of dispersion that can be attributed to real differences in effect sizes as opposed to within-study error) to capture the heterogeneity of the samples. In accordance with Borenstein, Hedges, Higgins, and Rothstein (2011) and Higgins, Thompson, Deeks, and Altman (2003), except for several relationships that report a nonsignificant Q statistic and an I^2 statistic less than 75, which are analysed with fix-effect meta-analysis, we used a random-effect meta-analysis to test Hypotheses 1–10c. We also reported a 95% confidence interval (CI) of the estimates.

Third, this study considers that the demographic characteristics of the sample (gender and age), and national culture are possible moderating variables. A mixed-effect meta-regression was used to test the moderating effects of these three variables (Hypotheses 11–13) since both of them were continuous.

8 | RESULTS

8.1 | Accounting for publication bias

Table 5 reports the results of publication bias tests for the relationship between perceived CSR and its consequences. High classic fail-safe N is reported for the relationships between perceived CSR and related outcomes. In addition, except for the relationship between perceived CSR and employees' perceived organisational support and work engagement, the p value of Egger's regression intercept for other relationships are all beyond the benchmark of .05. In sum, publication bias is not a serious issue in our study.

8.2 | Perceived CSR and consequences

Tables 6 and 7 report the results of relationships between perceived CSR and positive and negative consequences, namely Hypotheses 1–9.

As shown in Table 6, perceived CSR is positively correlated with employees' positive beliefs and attitudes, namely perceived external prestige ($r_c = .378$), perceived organisational support ($r_c = .699$), organisational identification ($r_c = .515$), organisational trust ($r_c = .532$), organisational commitment ($r_c = .538$), organisational justice ($r_c = .551$), work engagement ($r_c = .515$), and job satisfaction ($r_c = .520$). In addition, perceived CSR is positively correlated with their positive behaviours, namely job performance ($r_c = .483$), organisational citizenship behaviour ($r_c = .405$), and creativity ($r_c = .531$). The 95% confidence interval does not include 0 for all estimates. Therefore, Hypotheses 1–7 are supported.

As shown in Table 7, perceived CSR is negatively correlated with employees' negative attitudes and behaviours, namely turnover

TABLE 1 The references for studies included in the meta-analysis exploring perceived CSR's consequences

Author	Journal	Variable	Sample size	Country	Men (%)	Average age
1 Ali and Jung (2017)	<i>Business Ethics: A European Review</i>	Organisational identification	131	Korea	1.000	-
2 Arndt, Singhapakdi, and Tam (2015)	<i>Social Responsibility Journal</i>	Organisational commitment	114	Australia	0.910	-
3 Azim (2016)	<i>Revista Brasileira de Gestão de Negócios</i>	Organisational commitment; job engagement	266	Saudi Arabia	0.740	35.000
4 Besieux, Baillien, Verbeke, and Euwema (2015)	<i>Economic and Industrial Democracy</i>	Engagement	5,313	Belgium	0.690	-
5 Bozkurt and Bal (2012)	<i>International Journal of Innovations in Business</i>	OCB	78	Turkey	0.410	-
6 Brammer et al. (2015)	<i>Group & Organisation Management</i>	Organisational identification; creativity	163	Spain	0.490	38.420
7 Carmeli et al. (2007)	<i>Journal of Management Studies</i>	Organisational identification; job performance	161	Israel	0.420	37.240
8 D'Aprile and Talò (2015)	<i>Employee Responsibilities and Rights Journal</i>	Organisational commitment	245	Italy	0.417	33.810
9 De Roeck and Delobbe (2012)	<i>Journal of Business Ethics</i>	Organisational trust; organisational identification; perceived external prestige	155	Europe	0.400	-
10 De Roeck et al. (2016)	<i>Journal of Management Studies</i>	Organisational identification; overall justice; prestige	126	Europe	0.722	-
11 Ditlev-Simonsen (2015)	<i>Business & Society</i>	Involvement; perceived organisational support	512	Norwegian Swedish	-	-
12 Evans and Davis (2014)	<i>Human Performance</i>	Organisational identification; organisational deviance; interpersonal deviance	336	United States	0.570	47.100
13 Evans et al. (2010)	<i>Human Performance</i>	Job satisfaction; organisational cynicism; employees' deviance; OCB	188	-	0.480	42.000
14 Giavas and Kelley (2014)	<i>Business Ethics Quarterly</i>	Job satisfaction; organisational commitment; perceived organisational support	827	North America	0.410	44.300
15 Giavas (2009)	<i>Doctoral dissertation (Case Western Reserve University)</i>	Work engagement; creativity	347	United States Canada	0.690	40.020
16 Giavas (2016)	<i>Frontiers in psychology</i>	Perceived organisational support; work engagement	15,184	United States	0.510	-
17 Gupta (2017)	<i>Current Psychology</i>	Organisational identification; organisational commitment; work engagement	290	India	0.550	8.880
18 Hanif (2011)	<i>SSRN Electronic Journal</i>	Organisational commitment	152	Pakistan	0.790	-
19 Hansen et al. (2011)	<i>Journal of Business Ethics</i>	Organisational trust; turnover intentions	1,116	United States	0.180	42.000
20 Hansen et al. (2011)	<i>Journal of Business Ethics</i>	Organisational trust; turnover intentions; OCB	2,422	United States	0.170	41.000
21 He, Pu, and Xue (2011)	<i>Journal of Southwest Jiaotong University (Social Science) (in Chinese)</i>	Organisational identification; engagement; OCB	256	China	-	-
22 Hur, Moon, and Ko (2016)	<i>Journal of Business Ethics</i>	Creativity	250	Korea	0.618	-
23 Kundu and Gahlawat (2015)	<i>Journal of Strategic Human Resource Management</i>	Job satisfaction	563	India	0.730	31.040

(Continues)

TABLE 1 (Continued)

Author	Journal	Variable	Sample size	Country	Men (%)	Average age
24 Lee, Choi, Moon, and Babin (2014)	<i>International Journal of Hospitality Management</i>	Organisational engagement; turnover intentions	290	Korea	0.460	-
25 Li, Yan, and Xu (2016)	<i>Chinese Journal of Management (in Chinese)</i>	Perceived organisational support; perceived external prestige; turnover intention	980	China	0.570	-
26 Liu and Li (2011)	<i>Economic Theory and Business Management (in Chinese)</i>	Job satisfaction; intrinsic satisfaction; extrinsic satisfaction	227	China	0.650	-
27 Liu, Li, and Zheng (2017)	<i>Journal of Zhejiang Gongshang University (in Chinese)</i>	Organisational identification; organisational trust; employees' performance	140	China	0.780	27,300
28 Luo (2011)	<i>Doctoral dissertation (The Hong Kong Polytechnic University)</i>	Construed external image; organisational identification	343	China	-	-
29 Ma and Zhou (2015)	<i>Chinese Journal of Management (in Chinese)</i>	Job satisfaction	465	China	0.540	-
30 Mueller, Hattrup, Spiess, and Linhi (2012)	<i>Journal of Applied Psychology</i>	Job satisfaction	1,084	-	-	-
31 Raub and Blunschi (2014)	<i>Cornell Hospitality Quarterly</i>	Job satisfaction	211	UK	0.480	28,250
32 Rupp et al. (2013)	<i>Personnel Psychology</i>	Organisational prestige	81	United States	0.730	-
33 Sheel and Vohra (2016)	<i>The International Journal of Human Resource Management</i>	Organisational cynicism	530	India	0.880	37,640
34 Shin, Hur, and Kang (2016)	<i>Sustainability</i>	Organisational identification; job satisfaction; in-role performance	250	Korea	0.620	33,650
35 Tziner, Oren, Bar, and Kadosh (2011)	<i>Revista de Psicología del Trabajo y de las Organizaciones</i>	Job satisfaction; organisational justice	101	Israel	0.410	-
36 Vlachos, Panagopoulos, and Rapp (1997)	<i>Journal of Organisational Behavior</i>	In-role performance	506	Europe	-	-
37 Warrick (2016)	<i>Doctoral dissertation (Walden University)</i>	Organisational identification	120	United States	0.475	-
38 Watkins et al. (2015)	<i>Journal of Occupational and Organisational Psychology</i>	Perceived organisational support	685	United States	0.700	-
39 West, Hillenbrand, and Money (2015)	<i>Group & Organisation Management</i>	Organisational trust	130	Canada	0.580	37,000
40 Xiong (2015a)	<i>Jiangxi Social Sciences (in Chinese)</i>	Job involvement; job performance	346	China	-	-
41 Yilmaz et al. (2015)	<i>British Journal of Economics, Management & Trade, New Castle</i>	Job satisfaction; engagement	327	Pakistan	0.828	-
42 Zafar and Ali (2016)	<i>Asian Social Science</i>	Employees' commitment; employees'-company Identification	300	Pakistan	-	-
43 Zhang, Di Fan, and Zhu (2014)	<i>Journal of Business Ethics</i>	OCB	700	China	0.690	-

Note: 42 studies with 43 samples are included here. Specially, we include two samples of Hansen et al. (2011) when we conduct the analysis. OCB is the abbreviation of organisational citizenship behaviour.

TABLE 2 The references for studies included in the meta-analysis exploring the consequences of four dimensions of perceived CSR (Carroll, 1991)

	Author	Journal	Variable	Sample size	Country	Men (%)	Average age
1	Maignan and Ferrell (2001)	<i>Journal of Business Research</i>	Commitment	120	France	-	-
2	Maignan, Ferrell, and Hult (1999)	<i>Journal of the Academy of Marketing Science</i>	Employees' commitment; performance	210	United States	-	-
3	Maignan et al. (1999)	<i>Journal of the Academy of Marketing Science</i>	Employees' commitment; performance	154	United States	-	-
4	Dhanesh (2014)	<i>Management Communication Quarterly</i>	Satisfaction; commitment; trust	244	India	0.480	-
5	Lee, Song, Lee, Lee, and Bernhard (2013)	<i>International Journal of Hospitality Management</i>	Job satisfaction; organisation trust	387	Korea	0.510	-
6	Lee et al. (2012)	<i>International Journal of Hospitality Management</i>	Job satisfaction; organisational commitment; organisational trust	276	Korea	0.790	-
7	Peterson (2004)	<i>Business & Society</i>	Organisational commitment	342	United States	-	-
8	Song et al. (2015)	<i>Asia Pacific Journal of Tourism Research</i>	Job satisfaction; organisational commitment	307	Korea	0.470	-

Note: Seven studies with eight samples are included here. Specially, we include two samples of Maignan et al. (1999) when we conduct the analysis.

TABLE 3 The references for studies included in the meta-analysis exploring the consequences of two dimensions of perceived CSR (ICSR and ECSR)

	Author	Journal	Variable	Sample size	Country	Men (%)	Average age
1	Zientara, Kujawski, and Bohdanowicz-Godfrey (2015)	<i>Journal of Sustainable Tourism</i>	Work engagement; job satisfaction	412	Polish	0.480	-
2	Hameed, Riaz, Arain, and Farooq (2016)	<i>Frontiers in Psychology</i>	Organisational identification	414	Pakistan	0.850	33.000
3	Esmaeelinezhad, Singaravelloo, and Boerhannoeddin (2015)	<i>International Journal of Human Resource Studies</i>	Organisational identification; employees' engagement	1,080	Iran	-	-
4	Brammer et al. (2007)	<i>International Journal of Human Resource Management</i>	Job satisfaction	4,712	UK	0.170	-
5	De Roeck et al. (2014)	<i>The International Journal of Human Resource Management</i>	Job satisfaction; organisational identification	181	France	0.230	33.000

intention ($r_c = -.347$), organisational cynicism ($r_c = -.537$), and organisational deviance ($r_c = -.321$). The 95% confidence interval does not include 0. Therefore, Hypotheses 8 and 9 are supported.

8.3 | Dimensions of perceived CSR and consequences

Tables 8–10 report the results of relationships between dimensions of perceived CSR and consequences, namely Hypotheses 10a–10c.

First, as shown in Table 8: (a) perceived corporate economic responsibility is positively correlated with employees' organisational trust ($r_c = .711$), organisational commitment ($r_c = .581$), job satisfaction ($r_c = .564$), and job performance ($r_c = .666$); (b) perceived corporate

legal responsibility is positively correlated with employees' organisational trust ($r_c = .760$), organisational commitment ($r_c = .586$), and job satisfaction ($r_c = .651$); (c) perceived corporate ethical responsibility is positively correlated with employees' organisational trust ($r_c = .771$), organisational commitment ($r_c = .590$), job satisfaction ($r_c = .614$), and job performance ($r_c = .510$); (d) perceived corporate philanthropic responsibility is positively correlated with employees' organisational trust ($r_c = .723$), organisational commitment ($r_c = .600$), job satisfaction ($r_c = .560$), and job performance ($r_c = .450$). Its 95% confidence interval does not include 0. Therefore, Hypothesis 10a was supported.

Second, as shown in Table 9: (a) perceived ICSR is significantly and positively correlated with employees' organisational identification ($r_c = .575$), and work engagement ($r_c = .787$). However, the relationship between perceived ICSR and job satisfaction ($r_c = .264$, ns.) is not

TABLE 4 The references for studies included in the meta-analysis exploring the consequences of four dimensions of perceived CSR (Turker, 2009b)

	Author	Journal	Variable	Sample size	Country	Men (%)	Average age
1	Farooq, Farooq, and Jasimuddin (2014)	<i>European Management Journal</i>	Organisational identification	378	Pakistan	0.860	-
2	Tziner et al. (2011)	<i>Revista de Psicología del Trabajo y de las Organizaciones</i>	Job satisfaction; intrinsic satisfaction; extrinsic satisfaction	101	Israel	0.410	-
3	Boakye (2016)	<i>Report</i>	OCB	225	Ghana	0.490	-
4	Farooq, Payaud, et al. (2014)	<i>Journal of Business Ethics</i>	Organisational trust; organisational identification	378	Pakistan	0.860	-
5	Newman, Nielsen, and Miao (2015)	<i>The International Journal of Human Resource Management</i>	OCB	184	China	0.550	25.000
6	Abdullah and Rashid (2012)	<i>International Journal of Business and Commerce</i>	OCB	154	Malaysia	0.290	-
7	Xiong (2015b)	<i>Doctoral dissertation (Shandong University) (in Chinese)</i>	Organisational trust; job satisfaction	346	China	0.520	-
8	Liu and Li (2011)	<i>Economic Theory and Business Management (in Chinese)</i>	Job satisfaction; intrinsic satisfaction; extrinsic satisfaction	227	China	0.650	-
9	He, Chen, and Zhang (2011)	<i>Social Science Research (in Chinese)</i>	OCB	239	China	0.650	31.100
10	Wang and Li (2014)	<i>Macroeconomic Research (in Chinese)</i>	Intrinsic satisfaction; OCB; organisational identification	822	China	0.530	-
11	Liu (2014)	<i>Journal of Business Economics (in Chinese)</i>	Organisational trust; OCB	696	China	0.450	-
12	Huang and Wang (2016)	<i>Shandong Social Science (in Chinese)</i>	OCB	201	China	0.528	26.700
13	Huang, Jia, Qin, and Chen (2016)	<i>Science & Technology Progress and Policy (in Chinese)</i>	Job satisfaction	378	China	0.760	-

Note: Seven studies with eight samples are included here. Specially, we include two samples of Maignan et al. (1999) when we conduct the analysis. OCB is the abbreviation of organisational citizenship behaviour.

significant; (b) perceived ECSR is positively correlated with employees' organisational identification ($r_c = .489$), work engagement ($r_c = .727$), and job satisfaction ($r_c = .589$), and the 95% confidence interval does not include 0. Therefore, Hypothesis 10b has been partially supported.

Third, as shown in Table 10: (a) perceived corporate responsibility towards consumers is positively correlated with employees' organisational trust ($r_c = .443$), job satisfaction ($r_c = .480$), intrinsic job satisfaction ($r_c = .410$), and organisational citizenship behaviour ($r_c = .327$); (b) perceived corporate responsibility towards employees is positively correlated with employees' organisational trust ($r_c = .612$), job satisfaction ($r_c = .533$), intrinsic job satisfaction ($r_c = .613$), extrinsic job satisfaction ($r_c = .654$), and organisational citizenship behaviour ($r_c = .394$); (c) perceived corporate social responsibility towards government is correlated with employees' organisational citizenship behaviour ($r_c = .295$); (d) perceived corporate responsibility towards the public and environment is positively correlated with employees' organisational trust ($r_c = .272$), job satisfaction ($r_c = .427$), and organisational citizenship behaviour ($r_c = .410$). The 95% confidence

interval does not include 0. In particular, perceived corporate social responsibility towards consumers is significantly positively correlated with employees' organisational identification ($r_c = .150$). However, the relationships between organisational identification and perceived corporate responsibility towards employees ($r_c = .421$, ns.), and environment ($r_c = .318$, ns.) are not significant. Therefore, Hypothesis 10c is partially supported.

8.4 | Moderating effects of the demographic characteristics of the sample

Table 11 reports the results of the moderating effect of gender and age on the relationship between perceived CSR and its consequences.

The proportion of males negatively moderates the relationship between perceived CSR and employees' perceived external prestige ($\beta = -1.136$, $p < .001$) and work engagement ($\beta = -1.441$, $p < .05$), and positively moderates the relationship between perceived CSR

TABLE 5 The results of publication bias test

Relationship	k	N	Classic fail-safe N	Egger's intercept	p
Positive consequences					
Attitudes					
Perceived CSR → Perceived external prestige	5	1,730	316	-3.003	.495
Perceived CSR → Perceived organisational support	5	18,188	4,838	-16.806	.005
Perceived CSR → Organisational identification	14	2,897	3,151	3.395	.498
Perceived CSR → Organisational trust	5	3,963	1,365	-1.403	.697
Perceived CSR → Organisational commitment	7	2,194	1,300	0.153	.969
Perceived CSR → Organisational justice	2	227	-	-	-
Perceived CSR → Work engagement	9	22,482	6,152	-12.322	.002
Perceived CSR → Job satisfaction	10	4,243	3,499	-6.348	.194
Behaviours					
Perceived CSR → Job performance	5	1,403	509	-5.497	.612
Perceived CSR → OCB	5	3,644	578	1.770	.495
Perceived CSR → Creativity	3	760	192	7.779	.701
Negative consequences					
Attitudes					
Perceived CSR → Turnover intention	4	4,808	562	0.004	.999
Perceived CSR → Organisational cynicism	2	718	-	-	-
Behaviours					
Perceived CSR → Organisational deviance	3	860	64	-16.218	.354

Note: k = the number of independent effect sizes included in each analysis; N = the number of participants in each analysis; Classic fail-safe N = the number of unpublished studies it will take to raise the p value to an insignificant level. Egger's intercept = the intercept for the linear regression. p = the p value for Egger's intercept. OCB is the abbreviation of organisational citizenship behaviour.

TABLE 6 Meta-analysis of relationships between perceived CSR and positive consequences

Positive consequences	k	N	r_c	95% CI		Z	Q	p_Q	I^2
				LL	UL				
Attitudes									
Perceived external prestige	5	1,730	.378	.207	.526	4.165	46.747	.000	91.443
Perceived organisational support	5	18,188	.699	.515	.821	5.739	606.293	.000	99.340
Organisational identification	14	2,897	.515	.413	.604	8.618	158.173	.000	91.781
Organisational trust	5	3,963	.532	.423	.625	8.233	50.449	.000	92.071
Organisational commitment	7	2,194	.538	.444	.621	9.445	47.113	.000	87.265
Organisational justice	2	227	.551	.292	.735	3.805	5.793	.016	82.738
Work engagement	9	22,482	.515	.361	.642	5.810	922.295	.000	99.133
Job satisfaction	10	4,243	.520	.396	.625	7.173	226.312	.000	96.023
Behaviours									
Job performance	5	1,403	.483	.265	.654	4.041	88.056	.000	95.457
OCB	5	3,644	.405	.307	.494	7.519	26.961	.000	85.164
Creativity	3	760	.531	.343	.679	4.939	20.505	.000	90.246

Note: k = the number of independent effect sizes included in each analysis; N = the number of participants in each analysis; r_c = correlations controlling measurement and sampling error; 95% CI = 95% confidence interval for r_c ; LL = lower level of the 95% CI; UL = upper level of the 95% CI; Z = the Z statistic; Q = the Q statistic, a measure of potential heterogeneity; p_Q = the p value for the Q statistic; I^2 = the I^2 statistic, a measure of the proportion of dispersion that can be attributed to real differences in effect sizes as opposed to within-study error. OCB is the abbreviation of organisational citizenship behaviour.

TABLE 7 Meta-analysis of relationships between perceived CSR and negative consequences

Negative consequences	k	N	r_c	95% CI		Z	Q	p_Q	I^2
				LL	UL				
Attitudes									
Turnover intention	4	4,808	-.347	-.433	-.254	-6.968	32.298	.000	90.711
Organisational cynicism	2	718	-.537	-.797	-.110	-2.404	34.180	.000	97.074
Behaviours									
Organisational deviance	3	860	-.321	-.494	-.124	-3.136	18.515	.000	89.198

Note: k = the number of independent effect sizes included in each analysis; N = the number of participants in each analysis; r_c = correlations controlling measurement and sampling error; 95% CI = 95% confidence interval for r_c ; LL = lower level of the 95% CI; UL = upper level of the 95% CI; Z = the Z statistic; Q = the Q statistic, a measure of potential heterogeneity; p_Q = the p value for the Q statistic; I^2 = the I^2 statistic, a measure of the proportion of dispersion that can be attributed to real differences in effect sizes as opposed to within-study error.

TABLE 8 Meta-analysis of relationships between four dimensions of perceived CSR (Carroll, 1991) and consequences

Variable	Dimension	k	N	r_c	95% CI		Z	Q	p_Q	I^2
					LL	UL				
Organisational trust	Economic responsibility	3	907	.711	.367	.884	3.457	116.064	.000	98.277
	Legal responsibility	3	907	.760	.393	.918	3.361	154.211	.000	98.703
	Ethical responsibility	2	520	.771	.457	.914	3.786	37.358	.000	97.323
	Philanthropic responsibility	3	907	.723	.266	.914	2.793	187.989	.000	98.936
Organisational commitment	Economic responsibility	7	1,653	.581	.453	.685	7.424	76.252	.000	92.131
	Legal responsibility	7	1,653	.586	.355	.749	4.386	224.696	.000	97.330
	Ethical responsibility	7	1,653	.590	.419	.721	5.739	133.860	.000	95.518
	Philanthropic responsibility	7	1,653	.600	.443	.721	6.258	117.576	.000	94.897
Job satisfaction	Economic responsibility	4	1,214	.564	.289	.753	3.669	107.874	.000	97.219
	Legal responsibility	4	1,214	.651	.352	.829	3.722	155.541	.000	98.071
	Ethical responsibility	4	1,214	.614	.448	.739	6.011	57.786	.000	94.808
	Philanthropic responsibility	4	1,214	.560	.196	.788	2.856	174.783	.000	98.284
Job performance	Economic responsibility	2	364	.666	.604	.720	15.206	2.003	.157	50.078
	Legal responsibility	-	-	-	-	-	-	-	-	-
	Ethical responsibility	2	364	.510	.258	.697	3.685	8.152	.004	87.732
	Philanthropic responsibility	2	364	.450	.182	.655	3.162	8.190	.004	87.790

Note: k = the number of independent effect sizes included in each analysis; N = the number of participants in each analysis; r_c = correlations controlling measurement and sampling error; 95% CI = 95% confidence interval for r_c ; LL = lower level of the 95% CI; UL = upper level of the 95% CI; Z = the Z statistic; Q = the Q statistic, a measure of potential heterogeneity; p_Q = the p value for the Q statistic; I^2 = the I^2 statistic, a measure of the proportion of dispersion that can be attributed to real differences in effect sizes as opposed to within-study error.

TABLE 9 Meta-analysis of relationships between two dimensions of perceived CSR (ICSR and ECSR) and consequences

Variable	Dimension	k	N	r_c	95% CI		Z	Q	p_Q	I^2
					LL	UL				
Organisational identification	ICSR	3	1,675	.575	.217	.796	2.956	124.371	.000	98.392
	ECSR	3	1,675	.489	.286	.650	4.361	37.878	.000	94.720
Work engagement	ICSR	2	1,492	.787	.577	.899	5.142	50.607	.000	98.024
	ECSR	2	1,492	.727	.702	.750	35.516	2.251	.134	55.577
Job satisfaction	ICSR	2	593	.264	-.090	.559	1.468	16.826	.000	94.057
	ECSR	3	5,305	.589	.269	.792	3.308	133.613	.000	98.503

Note: k = the number of independent effect sizes included in each analysis; N = the number of participants in each analysis; r_c = correlations controlling measurement and sampling error; 95% CI = 95% confidence interval for r_c ; LL = lower level of the 95% CI; UL = upper level of the 95% CI; Z = the Z statistic; Q = the Q statistic, a measure of potential heterogeneity; p_Q = the p value for the Q statistic; I^2 = the I^2 statistic, a measure of the proportion of dispersion that can be attributed to real differences in effect sizes as opposed to within-study error.

TABLE 10 Meta-analysis of relationships between four dimensions of perceived CSR (Turker, 2009b) and consequences

Variable	Dimension	k	N	r_c	95% CI		Z	Q	P_Q	I^2
					LL	UL				
Attitudes										
Organisational identification	Responsibility towards consumer	3	1578	.150	.020	.276	2.262	12.900	.002	84.496
	Responsibility towards employees'	3	1578	.421	-.025	.728	1.855	169.402	.000	98.819
	Responsibility towards government	-	-	-	-	-	-	-	-	-
Organisational trust	Responsibility towards public/environment	3	1,107	.318	-.047	.608	1.715	80.980	.000	97.530
	Responsibility towards consumer	3	1,420	.443	.028	.728	2.083	138.911	.000	98.560
	Responsibility towards employees'	3	1,420	.612	.324	.796	3.713	97.830	.000	97.956
Job satisfaction	Responsibility towards government	-	-	-	-	-	-	-	-	-
	Responsibility towards public/environment	2	724	.272	.085	.441	2.821	7.014	.008	85.743
	Responsibility towards consumer	3	674	.480	.336	.602	5.919	9.136	.010	78.109
Intrinsic job satisfaction	Responsibility towards employees'	5	1,279	.533	.308	.702	4.213	96.070	.000	95.836
	Responsibility towards government	-	-	-	-	-	-	-	-	-
	Responsibility towards public/environment	3	1,222	.427	.322	.521	7.332	8.386	.015	76.150
Extrinsic job satisfaction	Responsibility towards consumer	3	1,150	.410	.086	.656	2.440	47.375	.000	95.778
	Responsibility towards employees'	4	1,377	.613	.527	.687	10.914	12.979	.005	76.887
	Responsibility towards government	-	-	-	-	-	-	-	-	-
Behaviours	Responsibility towards public/environment	-	-	-	-	-	-	-	-	-
	Responsibility towards consumer	-	-	-	-	-	-	-	-	-
	Responsibility towards employees'	3	555	.654	.449	.794	5.124	23.963	.000	91.654
OCB	Responsibility towards government	-	-	-	-	-	-	-	-	-
	Responsibility towards public/environment	-	-	-	-	-	-	-	-	-
	Responsibility towards consumer	5	2,903	.327	.030	.571	2.150	180.421	.000	97.783
OCB	Responsibility towards employees'	7	2,521	.394	.239	.529	4.732	104.531	.000	94.260
	Responsibility towards government	4	1,259	.295	.174	.407	4.638	13.018	.005	76.955
OCB	Responsibility towards public/environment	3	910	.410	.178	.599	3.334	26.053	.000	92.323

Note: k = the number of independent effect sizes included in each analysis; N = the number of participants in each analysis; r_c = correlations controlling measurement and sampling error; 95% CI = 95% confidence interval for r_c ; LL = lower level of the 95% CI; UL = upper level of the 95% CI; Z = the Z statistic; Q = the Q statistic; P_Q = the p value for the Q statistic; I^2 = the I^2 statistic, a measure of the proportion of dispersion that can be attributed to real differences in effect sizes as opposed to within-study error. OCB is the abbreviation of organisational citizenship behaviour.

and employees' job performance ($\beta = .807, p < .05$), organisational citizenship behaviour ($\beta = .416, p < .001$), and organisational deviance ($\beta = 3.374, p < .01$). However, the moderating effect is not significant in other relationships, such as the relationship between perceived CSR and employee perceived organisational support, organisational identification, organisational trust, organisational commitment, job satisfaction, creativity, and turnover intention. Therefore, Hypothesis 11 has been partially supported.

Higher average age of the sample positively moderates the relationship between perceived CSR and employees' organisational trust ($\beta = .037, p < .05$), job satisfaction ($\beta = .024, p < .01$) and organisational deviance ($\beta = .060, p < .01$), and negatively moderates the relationship between perceived CSR and employees' work engagement ($\beta = -.038, p < .01$), job performance ($\beta = -.025, p < .05$) and creativity ($\beta = -.058, p < .001$). However, the moderating effect of average age on the relationship between perceived CSR and employees' organisational identification, and organisational commitment is not significant. Therefore, Hypothesis 12 has been partially supported.

8.5 | Moderating effect of the national culture

Table 12 reports the results of the moderating effect of the individualistic culture on the relationship between perceived CSR and its consequences.

Individualistic culture negatively moderates the relationship between perceived CSR and employees' job satisfaction ($\beta = -.006, p < .01$), job performance ($\beta = -.012, p < .1$), organisational citizenship behaviour ($\beta = -.002, p < .05$) and creativity ($\beta = -.006, p < .001$), suggesting that there is a stronger relationship between perceived CSR and these variables in nations with lower levels of individualism than those with higher levels of individualism.

However, individualistic culture positively moderates the relationship between perceived CSR and employees' organisational trust ($\beta = .008, p < .01$) and work engagement ($\beta = .008, p < .001$), which is in contrast to our expectation.

Additionally, the moderating effect is not significant in other relationships, such as the relationship between perceived CSR and employees' perceived organisational support, organisational identification, organisational commitment, and turnover intention. Therefore, Hypothesis 13 has been only partially supported.

9 | DISCUSSION

Using meta-analysis, this paper summarises the relationship between perceived CSR, as well as the dimensions of perceived CSR, and its consequences. In addition, this paper explores the moderating effect of gender, age and national culture in the relationship between perceived CSR and its consequences.

TABLE 11 Moderating effects of gender and age on the relationships between perceived CSR and its consequences

Variable	Gender			Age		
	<i>k</i>	β	<i>p</i>	<i>k</i>	β	<i>p</i>
Positive attitudes						
Perceived external prestige	4	-1.136***	.000	-	-	-
Perceived organisational support	4	-1.186	.166	-	-	-
Organisational identification	11	-.173	.493	6	.012	.063
Organisational trust	5	-.528	.210	4	.037*	.018
Organisational commitment	6	-.603	.052	4	-.007	.640
Organisational justice	-	-	-	-	-	-
Work engagement	8	-1.441*	.031	3	-.038**	.002
Job satisfaction	9	-.115	.798	5	.024**	.001
Positive behaviours						
Job performance	3	.807*	.012	3	-.025*	.040
OCB	4	.416***	.000	-	-	-
Creativity	3	-.593	.578	3	-.058***	.000
Negative attitudes						
Turnover intention	4	.188	.477	-	-	-
Organisational deviance	-	-	-	-	-	-
Negative behaviours						
Organisational deviance	3	3.374**	.004	3	.060**	.004

Note: *k* = number of samples in the regression analysis; β = regression coefficients for the moderator; *p* = the *p* value for the coefficient. Gender was coded as proportion of men; Age was coded as average age. OCB is the abbreviation of organisational citizenship behaviour.

* $p < .05$; ** $p < .01$; *** $p < .001$.

TABLE 12 The moderating effect of national culture on the relationships between perceived CSR and its consequences

Variable	Individualism		
	k	β	p
Positive attitudes			
Perceived external prestige	-	-	-
Perceived organisational support	4	.003	.404
Organisational identification	11	.004	.122
Organisational trust	4	.008**	.001
Organisational commitment	5	.002	.542
Organisational justice	-	-	-
Work engagement	7	.008***	.000
Job satisfaction	7	-.006**	.005
Positive behaviours			
Job performance	4	-.012 [#]	.099
OCB	4	-.002*	.021
Creativity	3	-.006***	.000
Negative attitudes			
Turnover intention	4	-.000	.868
Organisational cynicism	-	-	-
Negative behaviours			
Organisational deviance	-	-	-

Note: k = number of samples in the regression analysis; β = regression coefficients for the moderator; p = the p value for the coefficient. Individualism scores were coded according to the dimension data matrix on Hofstede's website. OCB is the abbreviation of organisational citizenship behaviour.

[#]p < .1; *p < .05; **p < .01; ***p < .001.

The results show that perceived CSR is positively correlated with employees' positive attitudes and behaviours, and negatively correlated with employees' negative attitudes and behaviours. Meanwhile, CSR subdimensions, which include perceived economic, legal, ethical, and philanthropic responsibility, are positively correlated with corresponding consequences, such as organisational trust, organisational commitment, and job satisfaction. In addition, perceived ECSR is positively related to organisational identification, work engagement, and job satisfaction, while perceived ICSR is positively related to organisational identification and work engagement. Moreover, perceived responsibility towards employees, consumers, government, the public and environment is positively correlated with corresponding consequences, such as employees' organisational citizenship behaviour.

Although some of the results contradict the hypothesis, the results do confirm the moderating effect of samples' gender on the relationship between perceived CSR and some of the consequences. For example, with an increase in the proportion of males, the relationship between perceived CSR and work engagement is weaker, which indicates the relationship will be stronger amongst the female sample. In addition, the results also confirm the moderating effect of samples' age, indicating that a higher average age of the sample positively moderates the relationship between perceived CSR and

organisational trust, job satisfaction, and organisational deviance, and negatively moderates the relationship between perceived CSR and work engagement, job performance, and creativity.

Finally, consistent with our expectation, an individualistic culture negatively moderates the relationships between perceived CSR and job satisfaction, job performance, organisational citizenship behaviour, and creativity. However, it is also found that an individualistic culture positively moderates the relationships between perceived CSR and employees' organisational trust and work engagement, which needs further investigation by future researchers.

9.1 | Theoretical implications

Through a meta-analysis, this paper contributes to this research field by integrating the fragmented results of extant empirical studies. Since previous researchers have reached inconsistent conclusions when exploring the impact of perceived CSR on employees' attitudes and behaviours, this paper provides us with reliable correlation coefficients between a number of variables, which have been obtained after controlling the possible measurement and sampling errors existing in previous empirical studies. Therefore, this paper provides more reliable results based on the extant empirical studies and facilitates an in-depth understanding of the relationship between perceived CSR and its consequences.

This paper enriches the conclusions of existing theoretical review articles, such as Aguinis and Glavas (2012), Rupp and Mallory (2015), Glavas (2016), and Gond et al. (2017), by summarising the relationships between perceived CSR/dimensions of perceived CSR and employees' positive/negative attitudes and behaviours at the individual level. As a systematic quantitative review, this paper provides an integrating framework that explains employees' reactions when they perceive CSR, using the signalling theory. This, in combination with other theories, such as cognitive dissonance theory and attraction-selection-attrition framework, etc., was used to posit specific hypotheses backed by theory, to deepen the understanding of the consequences of perceived CSR. This paper also serves as a reliable reference to guide future studies to explore the relationships between perceived CSR and employees' reactions, explain the internal influence mechanisms of the relationships, and further identify the contextual factors that may influence the relationships.

This paper further confirms the psychological effects of perceived CSR, which have not received wide attention in the existing research. Previous research has focused more on the instrumental effects of CSR, such as the positive effects of CSR on consumer behaviour (eg. Karaosmanoglu, Altinigne, & Isiksal, 2016) and corporate performance (Bernal-Conesa, Nieto, & Briones-Peñalver, 2017). CSR practice was seen as merely a way to shape the image of a corporation, attract the attention of consumers, and promote the economic growth of the corporation, and little attention has been paid to the effects of CSR on the attitudes and behaviours of internal stakeholders, such as employees. Our study emphasises the psychological effects and motivation that CSR may bring to employees, and

promotes the combination of CSR research with research in organisational psychology.

The results of the moderating effect of the demographic characteristics in our samples of gender and age are somewhat unexpected but enlightening. First, the relationship between perceived CSR and attitudinal variables is weakened, while the relationship between perceived CSR and behavioural variables is strengthened, with the increase in the proportion of the sample that is male. Although these results contradict the hypothesis that the impact of perceived CSR on employees' attitudes and behaviours is more evident amongst women (eg. Brammer et al., 2007), the results we obtained were thought-provoking and encourage us to focus on the difference between women and men in their reactions to CSR practices, by changing attitudes or changing behaviours, respectively. Second, the relationships between perceived CSR, and organisational trust, job satisfaction and organisational deviance are more significant amongst older employees, while the relationships between perceived CSR and work engagement, job performance and creativity are more significant amongst younger employees. This finding encourages us to pay more attention to the possible differences in the enthusiasm for work between older and younger employees.

In terms of the moderating effects of individualism, the results showed that the relationships between perceived CSR and job satisfaction, job performance, organisational citizenship behaviour, and creativity were more significant in nations with lower levels of individualism than in those with higher levels of individualism. This finding confirmed that there is, indeed, a difference in employees' reactions towards CSR amongst employees in different nations. However, in contrast to our expectations, the relationships between perceived CSR and employees' organisational trust and work engagement were more significant in nations with higher levels of individualism than in those with lower levels of individualism. This finding may arouse researchers' interest as to why these differences in the relationship between perceived CSR and work outcomes occur.

9.2 | Practical implications

This paper has important practical implications. The results provide further supportive evidence for the practice of CSR. Some researchers, such as Friedman (1962), who insisted on the view that the only purpose for an enterprise is to make a profit, doubted the legitimacy of CSR from the start. However, the results in this paper show that good social performance not only helps the enterprise gain a good reputation but also affects the attitudes and behaviours of employees working within it. This means the practice of CSR in the enterprise turns out to be an important motivation for employees, and this may turn into improved productivity, at least to some extent. Therefore, enterprises should not view the practice of CSR as a burden that increases costs, but as an important sustainable strategy.

Managers should acknowledge the importance of CSR publicity. They should build a responsible image for their enterprises, and demonstrate their socially responsible philosophy to their

stakeholders, especially their employees. They should improve the visibility of their enterprises' CSR performance as much as they can, and make sure that their CSR activities will be discovered and perceived by their audience. Such advertising and communication will benefit the enterprises by sending positive signals to the employees, influencing their evaluation of the organisation, and thus shaping their attitudes and behaviours.

It is also suggested that managers should attach importance to the formation of organisational climates which emphasise management ethics. This kind of climate will implicitly affect almost all the participants in the organisation. The fostering and cultivating of such an ethical atmosphere requires that leaders play an exemplary role and lead the way. Additionally, helping behaviours and volunteer behaviours should be encouraged in the workplace. Participating in these activities will give employees a sense of fulfilment and prompt them to understand the reason why enterprises undertake social responsibilities and to identify the achievements made by the enterprises in fulfilling their social responsibilities. This will further motivate them to behave ethically, and dedicate themselves more fully to the enterprises.

Managers should coordinate the activities of CSR with human resource management in consideration of the important role of perceived CSR on employees' attitudes and behaviours. For example, enterprises should attract employees who share the same values through the publicity of CSR practices when they recruit new members. The enterprises should train and assimilate new members through the communication of the spirit of social responsibility and should motivate the employees, and shape their attitudes and behaviours by promoting the formation of employees' organisational identification and trust, which may be enhanced by their perceived CSR.

It is suggested that enterprises should try to be fair when performing their responsibilities towards different stakeholders and try their best to consider the interests of all stakeholders. Although no evidence was found that employees would react differently to perceived CSR towards different stakeholders, enterprises should pay attention to the balance of responsibilities towards different stakeholders, especially the responsibility towards internal and external stakeholders. In addition, enterprises should encourage the various stakeholders to involve themselves in the implementation of CSR practice, and play an important role in supervising and supporting CSR activity based on the fulfilment of the needs of various stakeholders, such as the employees, consumers, government, public, and environment.

Finally, since employees with different demographic characteristics were found to value and interpret CSR differently, they will have different reactions when perceiving CSR. Managers should recognise the existence of these differences, and be careful when they attempt to use CSR strategies to motivate these employees. In terms of male and younger workers, who may be less sensitive when perceiving CSR, managers should make great efforts to change their perception by offering more training about CSR, and encourage and motivate them to join the CSR activities. When managing

employees of different cultures, managers are encouraged to fully respect the moral values of employees, satisfy the cultural needs of the employees.

9.3 | Limitations

This paper has some limitations. First, the empirical studies adopted in the meta-analysis were confirmed with cross-sectional data, and causal relationships between these variables cannot be obtained (Spector, 2006). Therefore, we can only report the correlational relationships between these variables. Second, since only a few of the empirical studies were included to test the moderating effect, the results for the heterogeneity test seemed a little high, which might cause a certain degree of deviation in the results. Third, due to the incompleteness of associated details needed to conduct the meta-analysis, we did not explore the relationship between perceived CSR and some important consequences, for example, employees' organisation attachment, meaningfulness, and so on.

9.4 | Prospects and directions

First, the results obtained in the study point the way for future researchers to focus on micro-level CSR research. Existing research emphasis is more on the effects of CSR at the organisational and institutional level, and little attention has been paid to the effects of CSR on employees. Since the psychological effects of perceived CSR are confirmed in this study, this paper attempts to focus future researchers' attention on CSR as an important motivation for employees, and on conducting CSR research at the individual level.

Given the difference between men and women, and between older and younger employees in their reactions to CSR practices, future empirical research should try to explore whether and why women are, indeed, more likely to change their attitudes when they perceive CSR compared with men, and whether and why men do tend to respond more with action when they perceive CSR compared with women. Additionally, future research should include empirical studies to try to examine the moderating role of the enthusiasm for work to explain the phenomenon that older employees are more reluctant to engage themselves in the work and devote themselves to improving their performance when perceiving CSR compared with younger ones.

With the knowledge that an individualistic culture influences the relationships between perceived CSR and employees' work outcomes, future researchers may be prompted to examine whether different dimensions of culture play a moderating role in these relationships. For example, questions examined might include whether there is any difference in employees' reactions towards CSR practices between countries with specific cultural characteristics, such as Confucian culture and Guanxi Culture, and countries with typical western culture or religious culture. Such issues are awaiting the attention of future researchers.

Second, the limitations of our current study remind future researchers to enrich the results of relevant research by overcoming these weaknesses. Researchers in the future are encouraged to explore the causal relationships of these variables with a meta-analysis by incorporating more empirical studies that are longitudinal. In addition, future researchers should confirm the moderating effect of gender, age, and individualistic culture with more empirical studies in this field. Furthermore, future meta-analysis should supplement our study by exploring other important consequences (eg. meaningfulness) of perceived CSR using recent empirical studies to further explore the psychological effects of perceived CSR.

Third, there are further research gaps that offer future researchers opportunities to address unresolved issues. For example, it is suggested that future researchers should carry out empirical studies that focus on the moderating effects of other variables, such as the employees' judgment about the importance of CSR (Peterson, 2004), mutual consciousness (Jones, 2010), moral identity (Rupp, Shao, Thornton, & Skarlicki, 2013) and so on.

Additionally, in view of the competing theories explaining the relationship between perceived CSR and employees' attitudes and behaviours future researchers are encouraged to test the effectiveness of different theories by identifying the difference in the mediating mechanism when explaining employees' reactions towards CSR practices. For example, research should compare the mediating effects of organisational identification (social identity theory) and organisational trust (social exchange theory). Such a comparison will help us better understand exactly which factors motivate employees the most. It will also distinguish the different effects of the theories, and promote the integration and compatibility of these theories.

Moreover, meta-SEM analysis can be used to examine the possible mediating effects of variables using the data from extant empirical studies. With meta-SEM analysis, we can explore the psychological mechanisms of CSR on employees' attitudes and behaviours especially the CSR emotions proposed by Aguinis and Glavas (2012), which may mediate the relationship between CSR activities and employees' work outcomes. Furthermore, researchers are also encouraged to explore the mediating role of attitudes in explaining the relationship between perceived CSR and employees' behaviours with a meta-SEM analysis.

Future research with empirical studies could also explore the relationship at more than one level (e.g., multi-level, multi-source). Questions to explore include, for example, how CSR policies and activities at the organisational level influence employees' work outcomes, and how CEO's CSR strategies at the organisational level affect employees' attitudes and behaviours. This integration of micro and macro CSR will further deepen the understanding of employees' reactions towards CSR. Since individuals' attitudes and behaviours will be affected by their daily work and family experiences, researchers can also employ an experience sampling method to examine the daily effects of CSR activities at the organisational level on individuals' attitudes and behaviours.

Rodrigo and Arenas (2008) found that different categories of employees held different attitudes towards CSR programmes. They divided employees into three categories: (a) committed employees who are very concerned about social welfare and will actively respond to CSR activities; (b) indifferent employees who pay more attention to the development of their own career and are indifferent to the CSR programme although they can understand the role of CSR practices; (c) dissident employees who are totally opposed to it and believe that enterprises should not invest in such activities but should invest more in implementing incentive policies directly related to their salaries instead. This finding provides a further research idea for future scholars to explore the different reactions to CSR for employees in different categories.

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