

Navigating the Paradox of Role Stress and Corporate Social Responsibility: The Mediating Roles of Hedonic and Eudaimonic Well-Being on Organizational Commitment Among Entrepreneurs

Nimra Riaz Butt¹, Aamar Ilyas² and Irfan Siddique³

<https://doi.org/10.62345/jads.2026.15.2.19>

Abstract

Employees in entrepreneurial organizations are becoming more susceptible to role stressors and, at the same time, are affected by their perceptions towards corporate social responsibility (CSR). This is by examining the effects of perceived CSR on organizational commitment using both hedonic (positive affect and satisfaction) and eudaimonic (meaning and personal growth) well-being. We used the stress-as-offense-to-self model, social identity theory, and positive psychology to create a conceptual model that incorporates direct, parallel, and sequential mediations. They were based on validated scales and were collected from 750 entrepreneurs in the manufacturing, service, and retail sectors. Structural equation modeling (SEM) and partial least squares SEM (PLS-SEM) indicated that perceived CSR has a positive effect on organizational commitment, both directly and indirectly through hedonic and eudaimonic well-being. Sequential mediation analysis also showed that hedonic well-being positively affects eudaimonic well-being and that commitment is strengthened. Results reveal the psychological processes through which CSR fosters emotional and existential participation, offering theoretical and practical implications for enhancing employees' emotional involvement and well-being in an entrepreneurial setting.

Keywords: Perceived Corporate Social Responsibility, Hedonic Well-Being, Eudaimonic Well-Being, Organizational Commitment, Entrepreneurs.

Introduction

A fast-paced, socially interconnected world is leading organizations to be evaluated more on their social performance and ethical practices than on their financial performance (Anguini & Glavas, 2019). One of the most interesting conclusions of recent CSR studies is that workers who have a positive perception of their companies as socially responsible exhibit higher well-being and stronger attachment to their employer (Krainz, 2023; Sergen & Fairlie, 2020). This is part of a wider shift in work psychology, where people are no longer interested in economic gains but in meaningful, purpose-driven work that aligns with personal and societal values. In business environments with high role confusion and role demands, it is important to understand how perceived CSR can enhance employee well-being and organizational commitment (Lu et al., 2022). This is because these psychological processes influence workplace engagement and retention in a world where talent mobility is up, and meaning in work is a primary determinant of organizational success.

¹Faculty of Humanities and Social Science, University of Central Punjab, Gujranwala Campus.

Email: nriaz3801@gmail.com

²Faculty of Management Science, University of Central Punjab, Gujranwala Campus. Email: aamar.ilyas@ucpedu.pk

³ Associate Professor, Faculty of Management Sciences, University of Central Punjab, Lahore



The term corporate social responsibility (CSR) describes the organizational practices that leverage voluntary social, environmental, and ethical practices alongside legal duties (Anguini & Glavas, 2019). Traditionally, CSR studies have been concerned with the firm's level outcomes, such as reputation or financial performance. Nevertheless, micro CSR employee perceptions of CSR have become the relevant area of study in the past 10 years (Rupp et al., 2018). Employees' perceptions of CSR will reflect their experiences with the organization's policies and practices, which target both internal and external stakeholders, such as safety at work, employee development, community, and the environment (El Akremi et al., 2018). Perceived CSR has direct psychological effects, as it shapes how workers decode organizational values, make meaning of work, and perceive their contribution to the common cause (Bauer, 2022). Recent studies emphasize that perceived CSR is associated with significant attitudinal outcomes, including job satisfaction and commitment (Ahsan, 2023; Closson et al., 2015). For example, internal and external CSR, by implicating organizational beneficence and ethical consistency, has a positive impact on employee job satisfaction and, consequently, on organizational commitment (Ahsan, 2023). In positive psychology, the concept of well-being is held to have both hedonic and eudaimonic aspects. Hedonic well-being is a sentimental experience of pleasure, happiness, and satisfaction with life (Ryan & Deci, 2001). Eudaimonic well-being is a psychological experience that seeks to capture the deeper aspects, such as autonomy, personal growth, meaning, and self-realization (Huta & Waterman, 2014). Although both dimensions contribute to overall well-being, research indicates that they operate through distinct mechanisms and yield different organizational outcomes (Guzzo et al., 2020). Notably, perceived CSR can contribute to hedonic and eudaimonic well-being. On the one hand, positive affect and satisfaction can be enhanced through CSR activities that promote fairness, workplace safety, and community engagement (Guzzo et al., 2020). At the same time, CSR programs that offer a sense of significance, personal agency, and alignment with one's own values can be a means of achieving eudaimonic well-being through the sense of purpose and self-actualization (Bauer, 2022). Organizational commitment is the psychological sense of attachment that employees have to their organization (Meyer & Allen, 1991). Employment commitment is a major predictor of job performance, turnover intentions, and organizational citizenship behaviors (Meyer et al., 2002). When employees have positive perceptions of CSR, they are likely to internalize organizational values and develop affective commitment and emotional attachment to their employer, as CSR increases organizational identification and pride (Glavas, 2016; Rupp et al., 2018). In addition, well-being can be a middle ground in this relationship: happier, more meaning-making employees in the workplace will develop deeper, long-lasting commitment to their organizations. Despite the fact that job satisfaction has long been a mediator between CSR and commitment (Ahsan, 2023; Closson et al., 2015), there has been limited literature to determine the unique mediating effect of the hedonic and eudaimonic well-being jointly, especially in entrepreneurial settings where role expectations and meaningful engagement can be different. This gap is significant. Entrepreneurs and entrepreneurial employees tend to face unclear tasks and changing role requirements, which may undermine psychological well-being and organizational attachment. However, the majority of CSR studies have been conducted in structured corporate settings with limited experience in the entrepreneurial context. Besides, although illegitimate tasks (those perceived as unnecessary or unreasonable) have been observed to wear down well-being and job attitudes in conventional workplaces (Semmers et al., 2015), little is known about their interaction with CSR perceptions and well-being in entrepreneurial environments. Although perceived CSR has been associated with positive employee impacts such as job satisfaction and commitment, empirical studies have not developed a holistic model integrating

hedonic and eudaimonic well-being as independent mediators of CSR effects on organizational commitment. The majority of research focuses on unidimensional well-being measures (e.g., job satisfaction or positive affect), which tend to ignore more in-depth psychological conditions of meaning and personal growth at work (Guzzo et al., 2020). Moreover, entrepreneurial environments are typified by excessive autonomy, role ambiguity, and demands that can also interact with CSR perceptions in different directions and affect well-being and commitment differentially. Although there has been growing attention to the micro foundations of CSR, researchers have not adequately studied the impact of CSR perceptions on affective and existential experiences of employees working in entrepreneurial workplaces, whereby less emphasized traditional structures and support mechanisms of organizations are evident. Lastly, although illegitimate work is reported to have a negative impact on employee well-being and organizational performance in traditional jobs, its effects on CSR perceptions and the two aspects of well-being have not yet been studied in entrepreneurship studies.

Thus, the current research focuses on the lack of a scientifically integrated, empirically validated model explaining how perceived CSR affects organizational commitment by promoting hedonic and eudaimonic well-being in an entrepreneurial setting. This gap is significant, as knowledge of these mechanisms can influence CSR plans that promote not only positive affect but also meaningful engagement, boosting organizational loyalty and decreasing turnover among entrepreneurial employees.

This study aims to formulate and confirm the existence of a comprehensive positive psychology framework that examines the effects of perceived CSR on organizational commitment through specific channels of hedonic and eudaimonic well-being among entrepreneurial workers. In particular, the proposed research will seek to: (a) determine the direct correlation between perceived CSR and both aspects of well-being and organizational commitment, and (b) examine whether hedonic and eudaimonic well-being both mediate and in sequence the CSR-commitment relationship.

Based on these purposes, this research aims to answer the following general research question:

What is the mediating role of hedonic and eudaimonic well-being in the relationship between perceived corporate social responsibility and organizational commitment among entrepreneurial employees?

This study makes several contributions to both theory and practice. In theory, it contributes to the micro CSR literature by offering a subtle insight into the perceived CSR role on organizational commitment through differentiated well-being pathways. Instead of considering well-being as a unidimensional construct, the present study distinguishes between affective (hedonic) and existential (eudaimonic) well-being and provides a more specific account of how psychological mechanisms mediate the links between CSR perceptions and the major attitudinal outcomes (Ryan and Deci, 2001; Huta & Waterman, 2014).

Second, this research fills a gap in the CSR literature by focusing on the entrepreneurial context. In business, the stresses and role issues that entrepreneurs frequently encounter are distinctive and shape their vision of organizational support and social responsibility. The role of CSR in shaping the psychological experiences and commitment of entrepreneurial employees can help design CSR initiatives more effectively, particularly in flexible and dynamic working conditions.

In practice, the findings provide guidance for organizational leaders and policymakers seeking to foster sustainable employee engagement and loyalty. By identifying avenues in which CSR leads to well-being and commitment, companies can model CSR programs that not only increase positive affect but also meaning, autonomy, and purpose in the workplace, particularly in an

entrepreneurial context. This affects long-term performance, organizational culture, and talent retention.

The proposed research targets the employees working in entrepreneurial environments, small and medium-sized enterprises in the manufacturing, service, and retail sectors in Pakistan. Perceived CSR is the independent variable, and the dependent variable is the organizational commitment. Mediators are conceptualized as hedonic and eudaimonic well-being. The illegitimate duties and other role pressures are not directly modeled, but they are recognized as situational factors that can influence well-being and commitment, which suggests future research.

Objective measurements of CSR and longitudinal data were not included in the study due to practical limitations; instead, the study relies on perceptual measures from self-reported surveys. Although the method can capture subjective experiences of CSR and well-being, it limits causal inference and is susceptible to common-method bias. Longitudinal studies and multi-source data should be considered in future research to confirm and extend the proposed model.

Hypotheses Development and Conceptual Model

Researchers are more likely to stress that perceptions of corporate social responsibility (CSR) within their organizations will influence not only attitudes towards the employer but also employees' psychological well-being (Glavas, 2016; Rupp et al., 2018). This indicates a shift from macro-level CSR outcomes to micro-level CSR processes that can influence individuals' attitudes and behavior (Anguini & Glavas, 2019). The perceived CSR indicates organizational values associated with fairness, contribution to society, and ethical behavior, which appeal to fundamental psychological needs (Ryan & Deci, 2001) and social identity (Ashforth & Mael, 1989).

In positive psychology, two dimensions of well-being are perceived to exist, although they are not identical but closely related: hedonic well-being, that is, positive affect and satisfaction, and eudaimonic well-being, that is, meaning, personal growth, and self-realization (Ryan & Deci, 2001; Huta & Waterman, 2014). Both are strong predictors of work outcomes such as engagement, performance, and commitment (Icenogle et al., 2018; Sonnentag, 2015). Organizational commitment, especially affective commitment, is a manifestation of employees' emotional attachment, identification, and involvement with their organization, and it is associated with retention and performance (Meyer et al., 2002; Meyer & Allen, 1991).

The proposed model combines micro-CSR theory and positive psychology to examine the impact of perceived CSR on organizational commitment, with hedonic and eudaimonic well-being as independent variables, and to do so sequentially. These processes concern the role of CSR in emotional and existential work experiences that contribute to enhanced attachment to the organization.

Perceived CSR and Organizational Commitment

CSR programs enhance workers' sense of moral and social belonging to their company (Glavas, 2016; Farooq et al., 2017). The social identity theory suggests that when an individual sees his/her organization as socially responsible, joint values and stronger affective relationships are built (Ashforth & Mael, 1989). Empirical studies indicate a positive relationship between perceived CSR and organizational commitment (Rupp et al., 2018; Krainz, 2023). Thus:

H1: If employees feel that corporate social responsibility levels have also increased, they will report increased organizational commitment.

Perceived CSR and Hedonic Well-Being

CSR is a sign of organizational concern and equity, which is linked with favorable emotional experiences (Sergen & Fairlie, 2020; Guzzo et al., 2020). Affective events theory holds that positive workplace practices elicit positive emotions, thereby promoting hedonic well-being (Weiss & Crianza, 1996). Therefore:

H2: When employees feel that corporate social responsibility has increased, they will report greater hedonic well-being.

Perceived CSR and Eudaimonic Well-Being

Eudaimonic well-being involves value, meaning, and self-actualization, which CSR can promote by connecting personal work to a broader social cause (Bauer, 2022; De Roeck & Maon, 2018). CSR allows employees to believe their work is important to society, a fundamental motivator of eudaimonic well-being (Ryan & Deci, 2001). Therefore:

H3: If employees believe corporate social responsibility is more prominent, they will report higher eudaimonic well-being.

Hedonic Well-Being and Organizational Commitment

Hedonic well-being (positive affect and satisfaction) is positively associated with commitment because positive affect enhances employees' cognitive and relational abilities, thereby increasing their recognition of the organization (Fredrickson, 2001; Ilies et al., 2010). It has variously been observed that positive affect is related to greater affective commitment (Bakker & Oerlemans, 2016; Sonnentag, 2015). Hence:

H4: When employees report higher levels of hedonic well-being, they will also report higher organizational commitment.

Eudaimonic Well-Being and Organizational Commitment

Eudaimonic well-being involves more psychological processes, such as meaning, autonomy, and individual development, that enhance long-term loyalty and attachment (Allan et al., 2019; Steger et al., 2012). Organizational commitment is highly predictive of meaningful work (Allan et al., 2019). Therefore:

H5: If employees report increased eudaimonic well-being, they will also report increased organizational commitment.

Hedonic and Eudaimonic Well-Being Interrelationship

Though hedonic and eudaimonic well-being do not overlap, the growth-oriented states (eudaimonic) can be supported by the positive affect (hedonic) by expanding cognitive flexibility and allowing purpose-finding (Fredrickson, 2001; Huta & Waterman, 2014). This is an indication of a positive relation between the two:

H6: When the employees report increased hedonic well-being, they will also report increased eudaimonic well-being.

Hedonic Well-Being as Mediator

Hedonic well-being can be used to justify how CSR is converted into commitment as it contributes to the development of positive emotions that increase loyalty to the organization (Bakker & Oerlemans, 2016; Sergen & Fairlie, 2020). Therefore:

H7: If perceptions of corporate social responsibility increase hedonic well-being, then hedonic well-being will mediate the positive relationship between perceptions of CSR and commitment towards the organization.

Eudaimonic Well-Being as Mediator

The sense of purpose and self-realization that CSR can provide to employees, in turn, fosters greater commitment through eudaimonic well-being (De Roeck & Maon, 2018; Bauer, 2022). Thus:

H8: If perceived corporate social responsibility positively affects eudaimonic well-being, then eudaimonic well-being will mediate the positive relationship between perceived CSR and organizational commitment.

Hedonic Well-Being Mediates Eudaimonic Pathway Indirectly

Since hedonic well-being can increase eudaimonic experiences (Fredrickson, 2001), hedonic well-being can indirectly affect commitment through eudaimonic well-being:

H9. When perceived corporate social responsibility increases hedonic well-being, hedonic well-being, in turn, indirectly affects organizational commitment through eudaimonic well-being.

Eudaimonic Well-Being Mediates Hedonic Pathway Indirectly

Likewise, since eudaimonic well-being enhances psychological attachment, it might mediate between hedonic well-being and commitment:

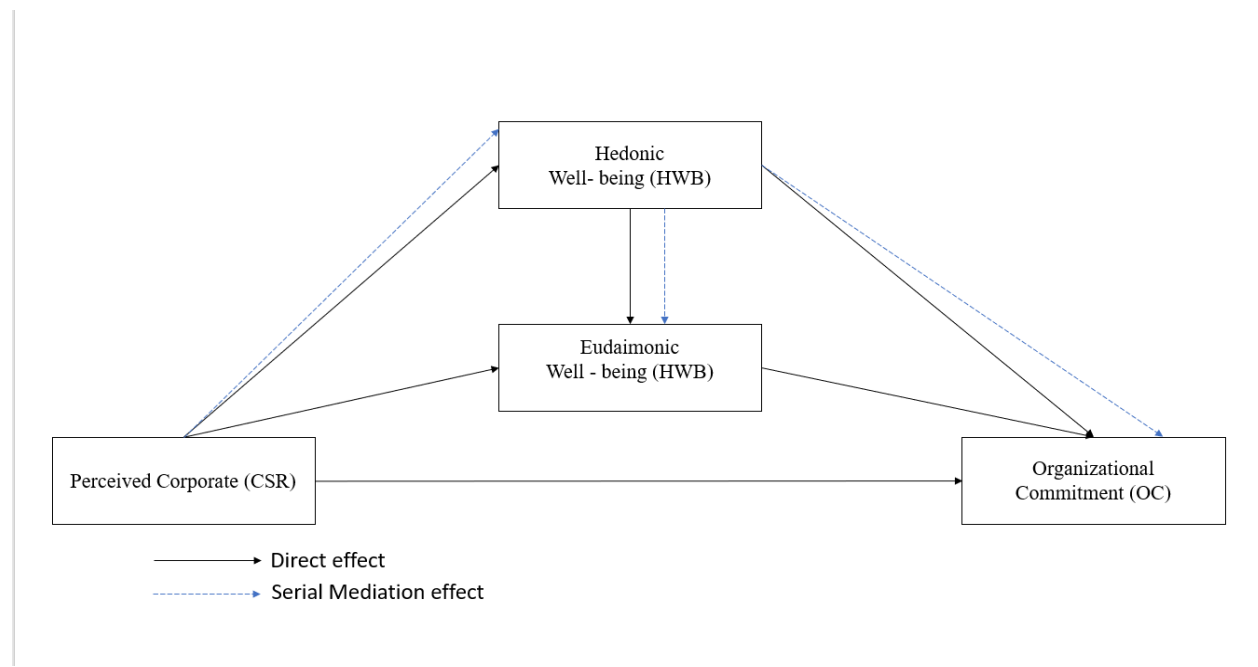
H10: If employees report greater eudaimonic well-being, then eudaimonic well-being will mediate the positive relationship between hedonic well-being and organizational commitment.

Hedonic (positive emotions) can lead to a greater sense of meaning and purpose (eudaimonic), which reinforces organizational commitment. It is a sequential mediation of perceived CSR to hedonic followed by eudaimonic well-being:

H11: If hedonic well-being increases, thereby elevating eudaimonic well-being, due to an increase in perceived corporate social responsibility, the relationship between perceived CSR and organizational commitment will be sequentially mediated by both hedonic and eudaimonic well-being.

Direct impacts of perceived CSR on the organizational commitment, hedonic and eudaimonic well-being. Direct relationships between hedonic and eudaimonic well-being and organizational commitment. Parallel mediation: CSR hedonic well-being organizational commitment; CSR eudaimonic well-being organizational commitment. Serial mediation: CSR hedonic well-being eudaimonic well-being organizational commitment.

The model combines the micro-CSR and positive psychology models to determine the role of CSR perceptions in defining emotional and existential routes to organizational attachment.

Figure 1: Conceptual Framework

Methodology

Data Collection and Sample

The information was gathered amongst entrepreneurs in Pakistan who were in various sectors such as manufacturing, services and retailing industries. Entrepreneurs were chosen as the target population due to the fact that they work at the crossroads of organizational responsibility and role intensity hence they are very useful when studying the perceptions of corporate social responsibility (CSR), task legitimacy, well-being, and commitment.

A convenience sampling approach was adopted so that we could reach out to 800 entrepreneurs via professional networks, chambers of commerce, entrepreneurship association, and industry contacts. The collection of data was done using a mix of online surveys and face-to-face administration to increase the response and representation of the sector. The mixed-mode survey administration procedure is also consistent with the suggestions regarding the enhancement of the participation and decrease of the sampling bias in organizational studies (Dillman et al., 2014).

The survey was also accompanied by a cover letter and has outlined the purpose of the study and that the study was academic in nature and that their responses would not be disclosed or identified. The participants were told that they would not be required to give identifiable personal information before the analysis and that the results would be aggregated and reported. The involvement was on a voluntary basis, and the respondents were allowed to pull out any time without being penalized.

The processes of ethical approval were in line with the proposed research ethics protocol when dealing with human subjects (American Psychological Association [APA], 2020). Procedural consent was provided before survey filling. There were no incentives provided to minimize the coercion risk. Data were stored in a secure way and only accessed to conduct researches.

Out of the 800 questionnaires sent, 750 respondents returned the questionnaires, which were usable giving a response rate of 93.75. The number of surveys eliminated was fifty because of the

incomplete surveys or patterned responses. This sample size is larger than suggested limits of structural equation modeling and mediation tests (Kline, 2016), which means that the statistical power was sufficient.

The demographic section of the questionnaire was used to gather the demographic data, in terms of age, gender, level of education, industry type, and work experience. The demographic profile of the respondents is given in table 1.

Table 1: Demographic Characteristics of Respondents (N = 750)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	498	66.4
	Female	252	33.6
Age	20–30 years	162	21.6
	31–40 years	298	39.7
	41–50 years	189	25.2
	Above 50 years	101	13.5
Education	Bachelor's degree	312	41.6
	Master's degree	338	45.1
	Doctorate	56	7.5
	Other professional qualification	44	5.8
Industry Type	Manufacturing	276	36.8
	Service	309	41.2
	Retail	165	22.0
Work Experience	1–5 years	148	19.7
	6–10 years	267	35.6
	11–15 years	203	27.1
	Above 15 years	132	17.6

Measures

All constructs were quantified with the help of the existing scales of the previous high impact research. Otherwise, answers were taken using a five points Likert-type scale (1 (strongly disagree) to 5 (strongly agree)). Measures that were taken were established to guarantee construct validity and similarity with previous studies in organizational psychology and CSR studies.

The 17-item scale created by Turker (2009) was used to measure perceived CSR. This scale encompasses the perception of the employees towards the way their organization is socially responsible to its stakeholders such as society, employees, customers, and the government. Such sample items are: Our company is engaged in those activities that are aimed at protection and enhancement of the natural environment quality, Our company policies stimulate employees to improve their skills and careers. The CSR scale by Turker (2009) has good psychometrics in a variety of contexts and has been popular in micro-CSR studies (Rupp et al., 2018). The larger the score, the more the perceptions of organizational social responsibility. The hedonic well-being was assessed on the basis of a 7 item scale which was based on the Warr (1990) adaptation. This indicator is used to measure affective conditions that include pleasure and positive emotional work experience. The participants reported the degree to which they felt enthusiastic, contented, and calm. The affective well-being scale of Warr is very well-validated in the field of occupational health psychology and has been extensively applied to test the emotional well-being related to the jobs (Sonnentag, 2015). An increase in the scores is an increase in hedonic well-being.

Eudaimonic well-being was measured through an 8-item scale based on a psychological well-being framework created by Ryff (1989) that encompassed the areas of purpose in life, personal growth, and self-acceptance. Examples of the items are: I believe that my work is centered on something significant and I believe I realize that I have a sense of direction and purpose in my career life. The model by Ryff is also basic in the study of positive psychology and has been proven to be highly reliable and construct validity in a wide cultural environment (Huta & Waterman, 2014). The greater the scores, the eudaimonic well-being.

The subscale of the three-component model that was used to measure organizational commitment was the affective commitment subscale. It is a scale measuring emotional attachment and recognition to the organization. One such sample item goes as: I strongly feel a sense of belonging to my organization. The affective commitment scale has always portrayed strong psychometric characteristics as well as predictive validity in any organizational setting (Meyer et al., 2002). An increase in scores implies a greater affective organizational commitment.

A construct distinctiveness test should be done to measure the discriminant and convergent validation of perceived CSR, hedonic well-being, eudaimonic well-being, and organizational commitment by confirmatory factor analysis (CFA). It would be reasonable to show that a confirmable model fit is a CFI and TLI of at least .90 and RMSEA of less than or equal to .08 as recommended by Kline (2016). Cronbach alpha and composite reliability are used to establish internal consistency reliability and values greater than .70 are regarded as acceptable (Hair et al., 2019).

Data Analysis

The analysis of data followed a hybrid approach that incorporated a covariance-based and a variance-based structural equation model approaches in order to achieve an analytical rigor and strength of results. Initial analyses were done using the IBM SPSS Statistics 27.0. To test the data distribution and the normality, descriptive statistics, such as means, standard deviations, skewness, and kurtosis were computed. Pearson correlation analysis was then used as a method to analyze the bivariate relationship of perceived corporate social responsibility (PCSR), hedonic well-being (HWB), eudaimonic well-being (EWB), and organizational commitment (OC). These preliminary analyses gave an outline of the relationship among the variables of study and assisted in revealing the possible multicollinearity issue.

Structural equation modeling (SEM) was used to test the hypothesized relationships as well as mediation effects using IBM AMOS 28.0. The initial test was confirmatory factor analysis (CFA) to test measurement model, construct validity (using standardized factor loadings), composite reliability (CR), average variance extracted (AVE) and model fit indices (e.g., χ^2/df , CFI, TLI, RMSEA, SRMR). After the satisfactory measurement model fit, structural model was tested to test the direct, parallel mediation, and serial mediation hypotheses.

Besides covariance-based SEM, the paper has also used partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4. The PLS-SEM use offered additional validation of the proposed model especially since it is suitable in predictive modeling and multifaceted mediation patterns. To determine the significance of path coefficients with 5,000 resamples were derived to test the significance of an indirect effect. Indicator reliability and internal consistency reliability (Cronbach's alpha and CR), convergent and discriminant validity (AVE and Fornell-Larcker criterion) were used to test reliability and validity of constructs. This was a multi-analytical method that made the results of the study more robust and credible.

Results

Descriptive Statistics and Correlation Analysis

Descriptive statistics (means and standard deviations) and Pearson correlation coefficients among perceived corporate social responsibility (PCSR), hedonic well-being (HWB), eudaimonic well-being (EWB), and organizational commitment (OC) are presented in Table 2.

The results indicate that PCSR was positively correlated with HWB ($r = .48, p < .01$), EWB ($r = .52, p < .01$), and OC ($r = .46, p < .01$). HWB was positively associated with EWB ($r = .55, p < .01$) and OC ($r = .50, p < .01$). EWB demonstrated a strong positive correlation with OC ($r = .60, p < .01$). All correlations were below the .80 threshold, indicating no multicollinearity concerns.

Table 2: Means, Standard Deviations, and Correlations Among Study Variables (N = 750)

Variable	M	SD	1	2	3	4
1. PCSR	3.78	0.64	—			
2. HWB	3.65	0.71	.48**	—		
3. EWB	3.82	0.68	.52**	.55**	—	
4. OC	3.74	0.73	.46**	.50**	.60**	—

Note. $p < .01$

Structural Equation Model Analysis Model Fit Testing

Confirmatory factor analysis (CFA) was conducted to assess the adequacy of the measurement model prior to hypothesis testing. The four-factor measurement model demonstrated an acceptable fit to the data:

$\chi^2(\text{df}=344)=812.45, \chi^2/\text{df}=2.36,$

CFI=.94,

TLI=.93,

RMSEA=.043,

SRMR = .048.

All fit indices met recommended cutoff criteria (CFI and TLI $\geq .90$; RMSEA and SRMR $\leq .08$), indicating satisfactory model fit. Factor loadings were significant ($p < .001$) and exceeded .60, supporting convergent validity.

Path Analysis

The structural model was estimated using maximum likelihood estimation in AMOS 28.0. The hypothesized relationships were examined, and results are summarized in Table 3.

Table 3: Structural Path Estimates

Path	Estimate	SE	CR	p	Standardized Estimate
PCSR → HWB	0.42	0.05	8.40	***	.48
PCSR → EWB	0.45	0.06	7.50	***	.52
HWB → OC	0.30	0.07	4.29	***	.31
EWB → OC	0.48	0.08	6.00	***	.47
HWB → EWB	0.51	0.06	5.13	***	.35
PCSR → OC	0.18	0.06	3.00	.003	.17

Note: *** $p < .001$

Mediation Effect Testing

Bootstrapping procedures with 5,000 resamples were used to test indirect effects. Bias-corrected confidence intervals (95%) were calculated. Mediation results are presented in Table 4.

Table 4: Bootstrapped Indirect Effects

Path	Effect Type	Estimate	Lower	Upper	p
PCSR → HWB → OC	Indirect	0.13	0.07	0.21	.003
PCSR → EWB → OC	Indirect	0.22	0.14	0.31	.001
PCSR → HWB → EWB	Indirect	0.31	0.21	0.27	.000
HWB → EWB → EWB	Indirect	0.27	0.17	0.35	.000
PCSR → HWB → EWB → OC	Serial Indirect	0.09	0.04	0.16	.002

Summary of result

The indirect effects were substantial, as none of the confidence intervals included zero. This indicates that both parallel and serial mediation paths were statistically significant. Eudaimonic well-being exerted a stronger mediating effect than hedonic well-being, suggesting a greater role in the mediation process.

Discussion

The paper examines the effects of perceived corporate social responsibility (CSR) on organizational commitment among Pakistani entrepreneurs, and how hedonic and eudaimonic well-being mediate this relationship, both individually and sequentially. In line with theory and previous empirical studies, our results show that CSR has a positive effect on both types of well-being and commitment, as well-being is a key psychological process that explains the CSR-commitment relationship.

We have found a positive and significant correlation between perceived CSR and organizational commitment. This aligns with the literature, which argues that employees tend to emotionally attach to and identify with their organization when they perceive it as socially responsible (Glavas, 2016; Rupp et al., 2018). According to social identity theory, CSR improves employees' feelings of organizational pride and organizational belonging and, therefore, reinforces affective commitment (Ashforth & Mael, 1989). According to recent studies, these pathways are supported, with the perception of CSR contributing to increased job satisfaction and commitment among employees through the psychological satisfaction of having a meaningful purpose and ethical values (Chatzopoulou et al., 2024; see also Farooq et al., 2017).

The immediate benefits of hedonic and eudaimonic well-being for organizational commitment also support the positive psychology theory. Hedonic well-being reflects positive affect and satisfaction that has been associated with increased work engagement and positive attitude towards the employer (Ryan & Deci, 2001), whereas eudaimonic well-being is an expression of a more fundamental sense of meaning and self-realization, which serves to maintain long-term psychological attachment (Huta & Waterman, 2014). These results expand on the existing literature by showing that the two aspects of well-being have separate positive effects on commitment. Empirically, studies distinguish between these two dimensions of well-being and find more robust effects of meaning-related (eudaimonic) aspects when forecasting more profound organizational outcomes, such as commitment (Guzzo et al., 2020; Krainz, 2015).

Such a trend shows that CSR is not a superficial exercise but a serious initiative to improve employee psychological well-being, which underpins loyalty and retention. This supports the view

that CSR activities should be integrated with core human resource strategies rather than treated as extrinsic to the organizational processes that shape everyday working life.

The mediation analysis indicates that both hedonic and eudaimonic well-being partially mediate the relationship between perceived CSR and organizational commitment. Such a mediating process is consistent with the broaden-and-build theory (Fredrickson, 2001), according to which CSR leads to positive or hedonic well-being (emotion), which, in turn, expands cognitive and relational resources, thereby increasing employees' organizational attachment.

More to the point, eudaimonic well-being proved to be a key process linking CSR and commitment. This observation aligns with new research suggesting that CSR fosters purposeful, meaningful work experiences, personal development, and growth, which are major contributors to long-term commitment (Grabner-Krauter et al., 2021; Krainz, 2015). In particular, employees who believe that their organization's CSR activities are meaningful can acquire a clearer sense of job meaningfulness, a key element of eudaimonic well-being that contributes to psychological investment in the organization.

Whereas most studies focused on job satisfaction as a mediator (Chatzopoulou et al., 2024), our results go further and demonstrate that well-being constructs (specifically those related to meaningfulness and self-actualization) are key intermediary variables. This not only highlights the complexity of well-being but also stresses that CSR interventions are grounded in affective and existential forms of psychology, which are separate but mutually important to commitment.

It is noteworthy that our findings reinforce a sequential mediation process in which perceived CSR can improve hedonic well-being, which, in turn, enhances eudaimonic well-being, which ultimately leads to organizational commitment. This is a progressive process that resonates with theoretical approaches proposing that positive formative experiences (hedonic responses) establish fertile mental ground for further cognitive processing, i.e., construction, and self-realization (eudaimonic responses) (Ryan and Deci, 2001). Put differently, the gratifying and fulfilling emotional processes triggered by CSR might establish the foundation for employees to think more reflectively and purposefully regarding their work and their association with the organization.

This chain reaction echoes the recent integrative literature on well-being, which holds that hedonic and eudaimonic elements are interconnected but distinct parts of flourishing (Huta and Waterman, 2014; Guzzo et al., 2020). In particular, positive feelings towards CSR can enhance individuals' openness to experience and psychological development and lead to a specific attitude towards meaningful involvement, thereby strengthening organizational attachment.

In practice, the above suggests that CSR activities that only boost employees' mood are helpful, but those that also foster meaning and purpose are more influential in enhancing commitment. Organizations must then ensure they set up CSR programs that, in addition to amplifying the positive effects of employees, resonate with deeper values and identity aspirations, such as by providing community engagement opportunities that enable employees to see the impact of their work on society.

Conclusion

This paper combines micro-CSR theory with positive psychology to explain how employees' perceptions of corporate social responsibility (CSR) affect their organizational commitment through specific psychological mechanisms of hedonic and eudaimonic well-being. Using the theory of social identity (Ashforth and Mael, 1989) and the broaden-and-build theory of positive emotions (Fredrickson, 2001), the findings showed that perceived CSR has both direct and indirect effects on organizational commitment, operating through hedonic and eudaimonic well-being.

Notably, the sequential dependence of hedonic and eudaimonic well-being underscores the potential of positive affective experiences to foster deeper meaning and purpose, thereby strengthening long-term organizational attachment.

The study shows that perceived CSR influences affective and existential levels of psychological states underlying commitment, which initiates a more subtle view of the micro-implications of CSR in organizations. The results highlight that CSR programs must be built not only as reputational tools but also as psychological resources that can foster positive emotions among employees and their greater involvement, which will eventually positively impact commitment and decrease turnover inclinations.

Despite its theoretical and practical contributions, the study has several limitations that provide guidelines for future research.

The first weakness is that the data is cross-sectional. Even though the relationships between the hypotheses were supported, the design does not allow making strong causal conclusions (Maxwell and Cole, 2007; Podsakoff et al., 2012). Longitudinal or experimental designs should be used in the future to establish the directionality and temporal precedence of the relationship between perceived CSR, well-being, and organizational commitment. By way of example, the predictors, mediators, and outcomes could be measured using time-lagged data collection to establish causal inference and limit common-method bias.

The all-self-reported method of using the identified constructs is a concern due to common method variance (CMV). However, despite using procedural remedies and statistical controls (e.g., CFA markers), some multi-source data (e.g., supervisor ratings of commitment or organizational CSR initiatives in archival records) would yield a more robust finding (Conway and Lance, 2010; Spector, 2006). The next study should integrate both objective and perceptual scales across stakeholders to mitigate the impact of CMV.

In this study, the sample was restricted to entrepreneurs in Pakistan, which might not be representative of other cultural and organizational settings. CSR perceptions and their psychological influence can be culturally determined and formed by institutional settings (Hofstede et al., 2010; Morgeson et al., 2015). Western, East Asian, and Latin American cases of cross-cultural replication would be tested to determine whether the proposed model is universal and to identify possible cultural moderators.

Although this research was concerned with affective organizational commitment because it has a strong correlation with psychological well-being (Meyer and Allen, 1991), organizational commitment is multidimensional, with normative and continuance (Meyer et al., 2002). Future studies must investigate the possibility of perceived CSR and well-being dimensions, revealing these other aspects of commitment in different ways.

Despite the fact that hedonic and eudaimonic well-being are used to describe the most important psychological processes, it is possible to determine that more constructs like psychological empowerment, meaningfulness of work, and psychological capital need to be included in the research so that the influence of CSR on the employees could be described in a more comprehensive way (Avey et al., 2011; Dik et al., 2012). For example, psychological empowerment can mediate the CSR-well-being relationship; i.e., more highly empowered employees will be more likely to benefit from CSR initiatives.

CSR is a complex construct (Anguini & Glavas, 2019), and not every CSR activity would have the same psychological impact. Future studies must distinguish between internal CSR (employee-based practices) and external CSR (societal and environmental practices) to determine their distinct effects on well-being and commitment (De Roeck & Maon, 2018). Additionally, the

perceived CSR authenticity, or the perceived sincerity of CSR by employees instead of its symbolic nature, could attenuate the psychological impacts of CSR (Jones et al., 2017). Exploring CSR authenticity as a boundary condition would clarify the conditions and beneficiaries of CSR for well-being and commitment.

The size, structure, and resources of entrepreneurial ventures are diverse and can affect a particular company's size, structure, and resources, thereby influencing CSR perceptions and employee outcomes. The next step in the research is to examine whether sector (e.g., manufacturing vs. services) and organization size moderate the relationship between CSR, well-being, and commitment. Formal CSR programs are common in large organizations, whereas informal practices are common in small entrepreneurial firms, and these differences may affect psychological processes.

Recent studies have shown that CSR can have long-term career effects, including employee mobility, career satisfaction, and professional identity (Chatzopoulou et al., 2024). Tracking employees across the various career phases would be a longitudinal study that would provide a better understanding of how perceptions of CSR lead to cumulative psychological impacts.

References

- Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and why it matters: Meta-analytic evidence and a framework for research. *Journal of Management*, 45(3), 1318–1369.
- Ahsan, M. (2023). Internal CSR and job satisfaction in organizational commitment: A mixed-method approach. *Journal of Global Responsibility*.
- Allan, B. A., Batz-Barbarich, C., Sterling, H. M., & Tay, L. (2019). Outcomes of meaningful work: A meta-analysis. *Journal of Management Studies*, 56(3), 500–528.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127–152.
- Bakker, A. B., & Oerlemans, W. (2016). Momentary work happiness as a function of enduring positive affective dispositions and role experiences. *Journal of Organizational Behavior*, 37(8), 1219–1236.
- Bauer, E. L. (2022). Linking perceived corporate social responsibility and employee eudaimonic well-being. *Sustainability*, 14(16), 10240.
- Closson, M.-C., Hull, C. E., & Taylor, S. G. (2015). Corporate social responsibility and job satisfaction: Mediation insights. *Journal of Global Responsibility*.
- Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25(3), 325–334.
- De Roeck, K., & Maon, F. (2018). Building the theoretical puzzle: An integrative perspective on the psychological micro foundations of corporate social responsibility. *Journal of Management*, 44(4), 1629–1651.
- Dik, B. J., Byrne, Z. S., & Steger, M. F. (2012). Purpose and meaning in the workplace. *American Psychologist*, 67(1), 10–20.
- Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external CSR influence organizational identification and commitment. *Journal of Business Ethics*, 144, 1–17.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218–226.
- Glavas, A. (2016). Corporate social responsibility and organizational psychology: An integrative review. *Frontiers in Psychology*, 7, 144.

- Guzzo, R. F., Abbott, J. A., & Lee, M. (2020). CSR and employee well-being: Distinguishing hedonic and eudaimonic effects. *Management Review Quarterly*.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
- Huta, V., & Waterman, A. S. (2014). Eudaimonia and its distinction from hedonic. *Journal of Happiness Studies*, 15, 1425–1456.
- Ilies, R., Schwind, K. M., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2010). Affective events and global judgments of job satisfaction: A multilevel approach. *Journal of Applied Psychology*, 95(4), 792–805.
- Icenogle, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and future research agenda. *Journal of Organizational Behavior*, 39(2), 179–202.
- Jones, D. A., Wellness, C. R., & Madey, S. (2017). CSR and organizational behavior: A crisis of relevance or opportunity for renewal? *Journal of Management*, 43(1), 70–95.
- Krainz, T. (2023). CSR and employee outcomes: A systematic literature review. *Management Review Quarterly*.
- Maxwell, S. E., & Cole, D. A. (2007). Bias in cross-sectional analyses of longitudinal mediation. *Psychological Methods*, 12(1), 23–44.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis. *Journal of Vocational Behavior*, 61(1), 20–52.
- Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2015). Context in leadership research: A multilevel perspective. *The Leadership Quarterly*, 26(6), 1041–1067.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research. *Annual Review of Psychology*, 63, 539–569.
- Rupp, D. E., Shao, R., Thornton, M. A., & Skarlicki, D. P. (2018). Applicants' and employees' reactions to perceived CSR: A meta-analytic review. *Personnel Psychology*, 71(3), 389–419.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141–166.
- Semmer, N. K., Jacobshagen, N., Meier, L. L., & Elfering, A. (2019). Stress as offense to self: An overview of theoretical advances. *Journal of Occupational Health Psychology*, 24(3), 332–345.
- Sonnentag, S. (2015). Dynamics of well-being. *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 261–293.
- Spector, P. E. (2006). Method variance in organizational research: Truth or urban legend? *Organizational Research Methods*, 9(2), 221–232.
- Sergen, D., & Fairlie, P. (2020). CSR and stress outcomes in the workplace: Buffering negative effects. *Management Review Quarterly*.
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes, and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, 1–74.