

Article

Employees' Participation in Corporate Social Responsibility and Organizational Outcomes: The Moderating Role of Person–CSR Fit

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Abstract: This study investigated the moderating effects of person–corporate social responsibility (CSR)-fit for the relationships between CSR participation and job satisfaction, organizational identification, and organizational commitment. The study was conducted in South Korea and sampled 393 full-time employees from several conglomerates. The study found CSR participation to be positively related with job satisfaction, organizational identification, and organizational commitment. Furthermore, person–CSR fit significantly moderated the relationships between CSR participation and job satisfaction, organizational identification, and organizational commitment. These findings suggest that CSR participation positively affects organizational outcomes and that person–CSR fit enhances the relationships between CSR participation and the organizational outcomes. Therefore, the study suggests the importance of CSR participation and person–CSR fit in CSR initiatives, as CSR participation and person–CSR can promote a healthy work environment.

Keywords: CSR participation; job satisfaction; organizational identification; organizational commitment; person–CSR fit

1. Introduction

Corporate social responsibility (CSR) has become a strategic imperative for an organization's sustainability as the concept of CSR has evolved to become a sustainable co-development facet with society [1]. With its growing significance, studies have attempted to highlight the positive effects of CSR on businesses and organizations. Extant research suggests that CSR positively affects consumers' attitudes and behaviors in terms of brand image, attachment, satisfaction, trust, reputation, loyalty [2–6], choice, and purchase behavior [7–9]. However, CSR activities are not limited to satisfying the consumers' needs alone. Indeed, organizations undertake diverse CSR activities in order to meet stakeholder expectations.

Most studies on CSR effects have mainly focused on external stakeholders such as consumers while CSR effects on internal stakeholders such as employees have been relatively neglected [10–12]. Employees are one of the most pivotal stakeholders of an organization because they can be influenced by—and also influence—their organizational activities, thus playing an essential role on organizational effectiveness. Since employees play important roles in an organization as a stakeholder group, studies have recently tried to identify the impact of CSR on employees [13–17]. This research stream has mainly examined the positive influences that CSR activities have on employees on organizational outcomes.

Employees are expected to have opinions of their organization's CSR activities which can affect their level of participation and involvement. Previous studies have argued that employees' CSR perceptions and participation have positive effects on organizational outcomes such as job satisfaction,

organizational commitment, and organizational loyalty (e.g., [17,18]). Employee perceptions of an organization's CSR activities can play a vital role in generating prosocial attitudes toward the organization. Although an organization's CSR activities can be generalized to result in positive organizational outcomes, not every employee will positively perceive an organization's CSR activities. Individual differences can significantly influence the effects of CSR activities on organizational outcomes. For instance, when an individual perceives oneself to have CSR values and goals congruent with one's organization, the match between the two can further strengthen the relationships between CSR and organizational outcomes. Similar to person-organization fit, person-CSR fit can further help understand the effects of CSR on employees.

Previous consumer studies have argued the importance of the moderating role of fit for CSR effects as the importance of the connection between organizational and personal values has been emphasized in CSR participation [9,11,19]. However, as the role of the relevance between organizational and employee values have yet to be investigated, this study empirically examines the moderating effects of person-CSR fit for the relationships between CSR participation and job satisfaction, organizational identity, and organizational commitment. Therefore, this study extends CSR literature regarding the impact of CSR on employees by exploring the moderating effects of CSR fit for the relationships between CSR participation and job satisfaction, organizational identity, and organizational commitment. Furthermore, the findings of this research could also be applied to the development of potential CSR strategies for organizations that significantly invest in employee CSR activities.

2. Theoretical Background and Hypotheses

2.1. The Importance of the Employee to an Organization

Extant research has suggested that the long-term sustainability of an organization is dependent on procuring the cooperation of numerous stakeholders [20]. According to stakeholder theory, stakeholders are groups or individuals who may affect or be affected by the organization's purpose or achievement [21]. The basic premise of this theory is that the existence of organizations depends on their ability to integrate stakeholders' expectations and requirements into their business strategy because stakeholders provide essential resources and returns for the successful functioning and survival of organizations [22]. Thus, it is needed to find an appropriate balance between the interests of the stakeholders and those of directing the organization's activities.

It is well established that employees are one of the most important stakeholders of an organization. Since they can be affected by and also affect their organizational activities, employees play a key role in the success or failure of their organization [13,21]. Specifically, the stakeholder perspective places employees as a key organizational stakeholder within the CSR context. In this perspective, Collier and Esteban [11] highlighted the dependence of organizations on employee responsiveness to and engagement with CSR for the effective delivery of CSR activities. Accordingly, employees' cooperation plays a more important role in the implementation of effective CSR activities.

2.2. CSR and the Employee

CSR is defined as the discretionary business practices and contributions of corporate resources intended to improve societal well-being [23] and includes a wide range of potential activities and practices [24]. Companies undertake diverse CSR activities to meet stakeholder expectations through various CSR practices. Accordingly, the impact of CSR has been examined from different perspectives and dimensions. From the employee perspective, studies have shown that CSR influences employee attitudes and behaviors. Extant literature suggested that CSR positively affects workplace attitudes and behaviors such as organizational identification [17,25], job satisfaction [18], commitment [21], trust [16], compassion [26], organizational citizenship behavior (OCB) [13,27], relationships with their organization [28], job performance [14], turnover intentions [16], creative efforts [29], and attractiveness to prospective employees [30].

Social exchange theory has been frequently noted to explain why CSR positively affects employees. Based on reciprocity, social exchange theory considers social behaviors as the result of an exchange process [31]. This theory assumes that individuals have a tendency to be mutually dependent and contingent upon the actions of each entity. In a social exchange, one party voluntarily provides a benefit to another, invoking an obligation to reciprocate by providing some benefit in return [32]. The rule of reciprocity can be applied in CSR because it can imply voluntary actions by an organization to provide benefits to the stakeholders. CSR invokes social exchange between an organization and its employees because it is likely that employees feel obliged to reciprocate their organization's good deeds (e.g., CSR activities) with positive workplace attitudes and behaviors [33].

However, it is noteworthy that CSR effects from an employee perspective have been examined based on employee perceptions. Previous research has suggested that an employee's participation in CSR plays a crucial role in CSR activities and that it should be distinct from CSR perceptions. CSR perceptions refer to an employee's personal evaluations and interpretations of an organization's CSR activities which can be different from the organization's actual CSR practices because perceptions are subjective in nature [13]. In contrast, CSR participation can be defined as participative behavior. Employees' CSR participation usually occurs in the form of corporate volunteer programs in which employees invest their time and skills in service to the community [18].

Employee CSR participation is important in that it can make CSR a part of an organization's actions derived from its culture or values rather than an outcome of external pressure [1]. Furthermore, organizations are dependent on employee responsiveness to and participation in CSR for the effective delivery of CSR activities [11]. Thus, employees play key roles as the enactors of organizational CSR [34]. Kim et al. [18] suggested that the perceptions and participation of employees in CSR have different psychological mechanisms in explaining the impact of CSR on employees. They found that CSR participation increases organizational identification, in turn, influencing organizational commitment whereas CSR perceptions did not directly affect organizational identification.

2.3. Person–CSR Fit

The general concept of fit has been an important aspect within psychology and organizational studies [35]. In studying person–situation fit, research has focused on the effects of the interaction of individual characteristics and broad occupational attributes and the fit between specific characteristics of an organization and its members. Subsequently, person–organization fit has been found to be an important facet within the organization–individual relationship because higher levels of fit resulted in positive organizational outcomes. Previous studies have found person–organization fit to increase positive outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, and performance while decreasing detrimental outcomes such as employee deviance (e.g., [36–38]).

Person–environment fit comes in multiple forms such as person–vocation fit, person–group fit, and person–job fit that can significantly influence workplace attitudes and behaviors [39,40]. In this regard, an individual's perceptions on one's CSR values and an organization's CSR activities can also be considered to be a form of person–environment fit. Since CSR activities are perceived to be related to its perceived societal or stakeholder obligations [41,42], CSR activities will affect not only the organization's external stakeholders, such as consumers and investors, but also its internal stakeholders such as its employees. Employees that positively perceive an organization's CSR activities tend to have positive views about their organizations [17,43]. Employee perceptions of CSR activities are the degree to which employees perceive an organization that supports the activities related to a social cause. Therefore, similar to person–organization fit, person–CSR fit can be defined as the compatibility between an individual's personal values on CSR and the organization's CSR values and practices.

2.4. Moderating Role of Person–CSR Fit

CSR communicates the underlying values of the organization that can increase an employee's morale, self-esteem, and fulfillment of higher-order needs and values with one's organization,

which then triggers prosocial attitudes and behaviors toward the organization [25]. Therefore, CSR enhances organizational outcomes such as job satisfaction, organizational identification, and organizational commitment.

Job satisfaction is a pleasurable emotional state resulting from an appraisal of one's job experiences [44]. Job satisfaction provides the most appropriate outcome variable of the impact of CSR on employee attitudes [45]. Job satisfaction increases when employees perceive their organizations are engaging in ethical practices such as CSR activities [46]. Organizational ethics is related to the organization's adoption of desired ethical standards and business practices [28]. In this regard, an organization's CSR practices can enable employees to perceive their organizations to be ethical. Moreover, job satisfaction reflects the extent to which the workplace meets an employee's needs, and CSR participation can ideally provide benefits that can satisfy these needs [44]. Accordingly, CSR participation can help employees to view their organization as having moral values, which will fulfill their needs and result in employees' being more satisfied with their job.

In this regard, research has argued that CSR is related to job satisfaction [15,18,47]. Vlachos et al. [28] suggested that job satisfaction relies on an employee's intrinsic and extrinsic CSR-induced attributions based on attribution theory. Zhu et al. [15] demonstrated the significant relationship between employee perceptions of organizational effort on CSR and satisfaction. Similarly, Glavas and Kelly [48] found that CSR perceptions are positively related to job satisfaction. In addition, Roecka et al. [45] found internal and external CSR perceptions are positively related to job satisfaction.

Previous research on CSR has emphasized the importance of similarity between organizational and personal values in CSR engagement by embedding its principles and practice in an employee's heart and mind [11]. Employees whose values are well congruent with those of their organization will tend to be more positive about their workplace [49,50]. In particular, it has been found that congruence between employees' CSR values and their organization's CSR values is associated with employees' quality of work life [51]. In addition, studies on volunteerism have argued that the person–environment fit is related to a volunteer's affective outcomes, such as satisfaction [52].

Based on previous findings, we expect that person–CSR fit will strengthen the relationships between CSR participation and job satisfaction, because when there are shared values between the employee and the organization, satisfaction in the workplace will be further increased. Hence, we propose the following:

H1: Person–CSR fit will moderate the relationship between CSR participation and job satisfaction, as higher levels of fit will strengthen the relationship.

Organizational identification is defined as the extent to which a person senses oneness or sameness with an organization [53]. Many studies have shown the significant relationship between CSR activities and organizational identification [25,29,45]. Social identity theory is widely applied to explain the relationship between CSR and organizational identification. According to social identity theory, people interpret their identities in terms of interactions with others in various social contexts. People strive to achieve or maintain a positive social identity. Consequently, people tend to identify with groups that have a prestigious image, which can enhance their self-worth and meet their esteem needs [54]. Thus, organization identification derives from an organization's prestigious image. Employees prefer to identify with an organization when they perceive that it is prestigious and has an attractive and positive image [55]. In turn, socially responsible organizations help improve the organization's image and reputation as well as attract various stakeholders. As a result, an organization's CSR activities can increase an employee's desire to identify and associate oneself with the organization.

Similarly, self-categorization theory can explain how an individual identifies with one's organization. The theory suggests that people tend to classify themselves into categories to which they feel a sense of belonging through self-evaluations [56]. Moreover, organizational membership can be an important dimension of one's identity; therefore, positive organizational values and practices

can affect self-evaluations such as organizational identification [57]. Consequently, CSR practices can foster an employee's self-categorization process, as one can integrate oneself to organizations that share common identity attributes, which then can further strengthen one's self-concept [45].

Previous studies have found a positive relationship between CSR and organizational identification [17,29]. In particular, CSR participation can be a powerful experience for employees to become aware of their organization's desired behavior and be able to compare their own identity with their organization. People who are actively involved in an organization tend to identify more with their organization [58] and their role identities will be realized and further validated through one's actions [59]. Also, it can be suggested that participation in an organization reaffirms and strengthens organization-related identity [60].

It has been suggested that employee–organization CSR congruence is highly akin to self-identification with the organization [51]. As a result, if employees' values fit with the CSR activities they have participated in, employees will be more likely to accept and institutionalize such initiatives more effectively. In this perspective, person–CSR fit will strengthen the relationships between CSR participation and organizational identification. Therefore, an employee's desire to identify with their organization through desired behavior will be strengthened through CSR participation when there are shared values between the employee and the organization, thus positing the following:

H2: Person–CSR fit will moderate the relationship between CSR participation and organizational identification, as higher levels of fit will strengthen the relationship.

Organizational commitment refers to an individual's psychological bond to the organization [61]. Commitment is one of the essential factors of the long-term relationships between an organization and its employees. Organizational commitment encompasses a tridimensional construct including affective, continuous, and normative commitment [62]. Affective commitment has been mainly mentioned as the underlying psychological outcome in CSR research [63] and in other related fields such as social psychology in volunteerism [52]. Affective commitment reflects an affective or emotional attachment toward an organization such that a strongly committed individual identifies with, is involved in, and enjoys membership in the organization [64].

Previous research has argued that CSR is ethically imbued, expressing similar organizational values like warmth, communion, and morality [65]. Such values enable employees to feel affectively committed to their organization. From this perspective, empirical evidence shows that affective commitment is higher in organizations that are perceived to be socially responsible [7,26,66]. Panagopoulos et al. [66] found that CSR perceptions positively impact affective commitment because an employee's perceptions about their organization's social responsibility play a significant role in shaping perceptions of attractiveness. Similarly, Turker [57] investigated the impact of employee perceptions of CSR on subsequent affective emotions toward one's organization. Therefore, employees are more likely to commit affectively to a socially responsible organization because of the positive image of the organization.

Prior research has demonstrated that when employees' personal characteristics fit with one's work environment, it resulted in positive organizational outcomes [37,67]. It has been supported that employees have greater commitment toward CSR activities and perceive them in a more positive manner when they perceive shared culture through CSR activities [17]. Based on previous findings regarding the impact of employees' CSR [13,55,57] and the role of person–CSR attributions [17] on organizational commitment, we expect that person–CSR fit will moderate the relationship between CSR participation and organization commitment. From this perspective, person–CSR fit will strengthen the relationships between CSR participation and organizational commitment. Hence, we propose the following:

H3: Person–CSR fit will moderate the relationship between CSR participation and organizational commitment, as higher levels of fit will strengthen the relationship.

The conceptual model in the study is presented in Figure 1.

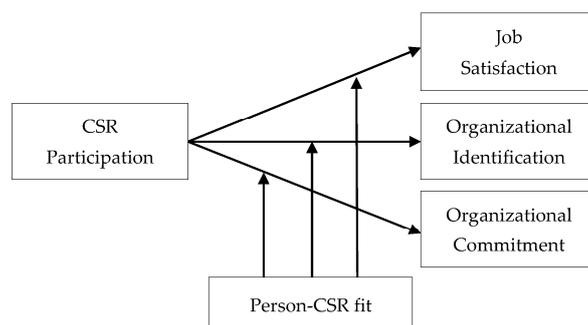


Figure 1. Research model.

3. Methodology

3.1. Sample

Data were collected using a self-reported survey. We conducted an employee survey in numerous organizations in South Korea. Organizations for the study were considered based on whether they engaged in CSR programs and whether employees were able to participate in these programs. A total of 16 companies were selected and questionnaires were sent by mail to managers in charge of CSR programs in each company. The questionnaire was given in-person to each respondent who had participated in their organization's CSR program. The questionnaire included a brief explanation of the study and measurement items.

A total of 393 completed questionnaires were collected. The organizations belonged to several industries such as financial services (30.3%), manufacturing (29.5%), hospitality (26.0%), retail (10.4%), and other industries (3.8%). Each company submitted 2–29 employee responses. Just over half of the respondents were male (55.33%). The average age was 33.10 years and 83% had a college degree or higher. Organizational tenure of 49% of respondents exceeded 6 years. With regard to organizational position, 66.85% were entry level and 33.15% were managers.

3.2. Measurement

All of the quantified items were measured with a 7-point Likert scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). All of the key measures used in this study are shown in the Appendix.

CSR participation was operationalized as the degree to which employees share in the execution of CSR activities or in decision making. CSR participation was measured with two items adjusted from Kim et al. [25]. They reflected behavioral participation and participation in decision-making related to CSR [25]. Job satisfaction was measured with three items based on Cho et al. [68]. We measured organizational identification using three items adapted from Kim's et al. study [25]. Subjects were asked to respond by reporting their feelings toward the organization such as "strong ties", "sense of belonging", and "part of me". To measure organizational affective commitment, we adapted items from previous studies [52,64]. To measure person-CSR fit, three items based on Lee et al.'s study [17] were used.

Questionnaires were self-rated and common method variance may be of concern due to social desirable biases. However, the study can be justified as Harman's single-factor test was conducted. The results explained 42.03% of variance, which shows that common method variance was not a considerable issue.

We also included gender, level of education, age, and organizational tenure as control variables. Gender (0 = female, 1 = male) was dummy coded and education was measured with a 3-point scale (1 = high school graduate, 2 = university graduate, 3 = Masters and PhD degree). Age (in years) was

measured on a continuous scale. Organizational tenure was measured by the length of time in years that respondents have been in their current organization.

4. Results

4.1. Reliability and Validity Test

Table 1 presents the descriptive statistics and correlations between the constructs.

Table 1. Descriptive statistics and correlations.

	M	SD	2	3	4	5
1. CSR participation	5.70	1.00				
2. Person–CSR fit	5.59	0.96	0.52 **			
3. Job satisfaction	5.42	1.11	0.28 **	0.37 **		
4. Organizational identification	5.73	1.00	0.30 **	0.35 **	0.64 **	
5. Organizational commitment	5.66	1.05	0.26 **	0.36 **	0.73 **	0.84 **

** $p < 0.01$ (two-tailed).

Cronbach's alpha coefficients were calculated for the reliability test. Cronbach's alpha values for each construct exceeded 0.8 ($\alpha_{\text{CSR participation}} = 0.96$; $\alpha_{\text{person-csr fit}} = 0.87$; $\alpha_{\text{job satisfaction}} = 0.94$; $\alpha_{\text{organizational identification}} = 0.93$; $\alpha_{\text{organizational commitment}} = 0.93$). These values indicated that the internal reliabilities of all constructs were acceptable.

Confirmatory factor analysis (CFA) was conducted to test whether the study variables were empirically distinct from one another. The measurement model achieved an acceptable fit ($\chi^2 = 175.68$, $df = 67$, $p < 0.01$). The goodness-of-fit index (GFI), normal fit index (NFI), and comparative fit index (CFI) all exceeded 0.90 (GFI = 0.94, NFI = 0.97, CFI = 0.98), and the root mean square residual (RMR) was 0.04.

All standardized factor loadings exceeded 0.70 and were significant ($p < 0.01$). The composite reliability (CR) exceeded 0.90 for all constructs ($CR_{\text{CSR participation}} = 0.99$; $CR_{\text{person-csr fit}} = 0.85$; $CR_{\text{job satisfaction}} = 0.94$; $CR_{\text{organizational identification}} = 0.91$; $\alpha_{\text{organizational commitment}} = 0.93$) and the average variance extracted (AVE) for the constructs ranged between 0.70 and 0.93. Furthermore, the AVE in each case exceeded the highest squared correlation between the construct and other constructs. Thus, the constructs for the model had sufficient reliability and validity (see Table 2).

Table 2. Reliability and validity test.

	Standardized Factor Loading	Cronbach's Alpha	CR	AVE
CSR participation 1	0.97 ***	0.96	0.99	0.93
CSR participation 2	0.95 ***			
Person–CRS fit 1	0.79 ***	0.87	0.85	0.70
Person–CRS fit 2	0.86 ***			
Person–CRS fit 3	0.86 ***			
Job satisfaction 1	0.94 ***	0.94	0.94	0.84
Job satisfaction 2	0.95 ***			
Job satisfaction 3	0.87 ***			
Organizational identification 1	0.81 ***	0.93	0.91	0.77
Organizational identification 2	0.92 ***			
Organizational identification 3	0.91 ***			
Organizational commitment 1	0.92 ***	0.93	0.93	0.81
Organizational commitment 2	0.90 ***			
Organizational commitment 3	0.88 ***			

*** $p < 0.001$ (two-tailed).

4.2. Hypotheses Test

Table 3 summarizes the hierarchical regression results. Since multicollinearity may occur from high correlations between independent variables, the variance inflation factors (VIF) and tolerance were used to detect potential multicollinearity. VIF values below 10 and tolerance values above 0.10 indicate absence of multicollinearity [69]. Our data showed that VIF values ranged between 1.01 and 1.44 and tolerance values ranged from 0.70 to 0.99, indicating that multicollinearity was not a problem.

Model 1 included the control variables, model 2 tested the effects of the independent variable, and model 3 included the moderating variable and analyzed the two-way interaction for each dependent variable. In model 3, the values of the predicting and moderating variables were first mean-centered before the analyses as recommended by Aiken and West [70].

Hypothesis 1 posited that person–CSR fit will moderate the relationship between CSR participation and job satisfaction. Specifically, we predicted that the relationship between CSR participation and job satisfaction becomes stronger as person–CSR fit increases. As seen in Table 3, CSR participation was positively related to job satisfaction ($\beta = 0.31, p < 0.001$). Also, the interaction between CSR participation and person–CSR fit for job satisfaction was positive and significant ($\beta = 0.19, p < 0.001$). H2 proposed that the relationship between CSR participation and organizational identification becomes stronger as person–CSR fit increases. Table 3 indicates that the main effect of CSR participation on organizational identification was significant ($\beta = 0.30, p < 0.001$) and person–CSR-fit significantly moderated the relationship ($\beta = 0.11, p < 0.05$) between CSR participation and organizational identification. H3 posited that the relationship between CSR participation and organizational commitment becomes stronger as person–CSR fit increases. As shown in Table 3, CSR participation was positively related to organizational commitment ($\beta = 0.27, p < 0.001$). The interaction between CSR participation and person–CSR fit was positive and significant for organizational commitment ($\beta = 0.16, p < 0.01$). Thus, Hypotheses 1–3 were all supported. Afterwards, the interaction effects were plotted at one standard deviation above and below the mean [70].

Table 3. Hierarchical regression model.

Variables	Job Satisfaction			Organizational Identification			Organizational Commitment		
	Step1	Step2	Step3	Step1	Step2	Step3	Step1	Step2	Step3
<i>Control variables</i>									
Gender	0.44 **	0.40 **	0.32 *	0.33 **	0.30 *	0.24 *	0.41 *	0.37 *	0.31 *
Education	0.05	0.06	0.11	−0.05	−0.04	−0.01	0.07	0.08	0.12
Age	0.01	0.01	0.01	0.02	0.02	0.02	0.01	0.01	0.01
Tenure	0.03	0.03	0.02	0.02	0.02	0.01	0.06	0.07	0.05
<i>Independent Variables</i>									
CSR participation		0.31 ***	0.20 **		0.30 ***	0.21 ***		0.27 ***	0.17 **
Moderator Person–CSR fit			0.33 ***			0.24 ***			0.31 ***
<i>Interaction</i>									
CSR participation Person–CSR fit			0.19 ***			0.11 *			0.16 ***
R ²	0.07	0.15	0.24	0.07	0.16	0.21	0.10	0.17	0.25
ΔR ²	0.07	0.14	0.23	0.07	0.08	0.05	0.10	0.07	0.09
F	6.24 ***	11.67 ***	15.84 ***	6.84 ***	12.99 ***	13.07 ***	9.37 ***	13.58 ***	16.37 ***

*** $p < 0.001$ (two-tailed), ** $p < 0.01$ (two-tailed), * $p < 0.05$ (two-tailed).

As shown in Figure 2, CSR participation increased job satisfaction when employees perceived high levels of person–CSR fit, while employees that perceived lower levels of person–CSR fit had decreased job satisfaction. Similarly, Figure 3 shows that the relationship between CSR participation and organizational identification became stronger when there was a stronger person–CSR fit, while low levels of person–CSR fit reduced organizational identification. Figure 4 shows that employees that perceived high levels of person–CSR fit reported higher organizational commitment than those who perceived low levels of person–CSR fit, therefore supporting Hypotheses 1–3.

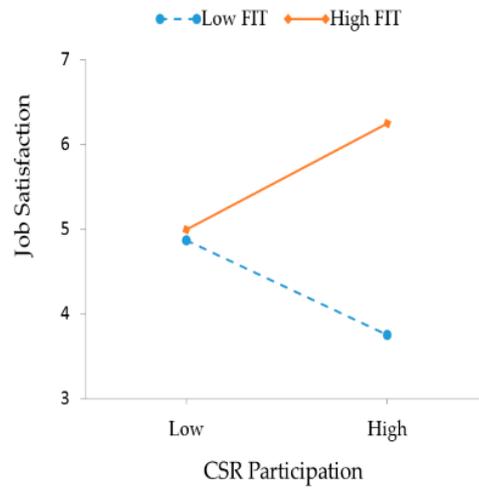


Figure 2. Moderating effects of person–CSR fit on the relationship between CSR participation and job satisfaction.

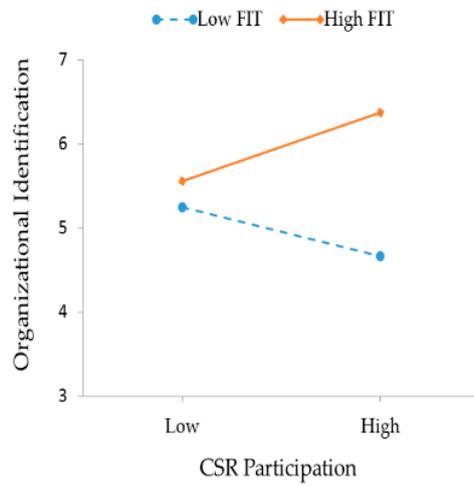


Figure 3. Moderating effects of person–CSR fit on the relationship between CSR participation and organizational identification.

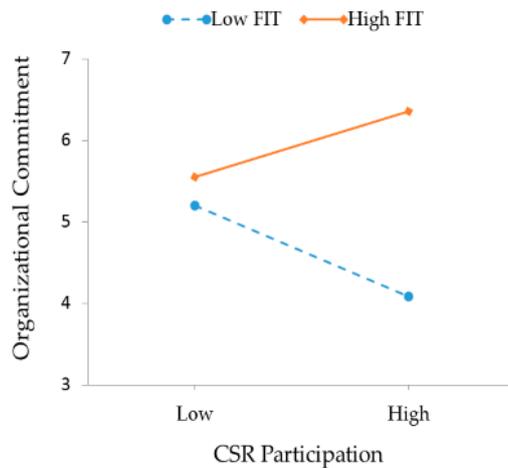


Figure 4. Moderating effects of person–CSR fit on the relationship between CSR participation and organizational commitment.

5. Discussion

CSR has become a vital facet of an organization's sustainability. In this aspect, the current study aimed to delve into the boundary condition in the relationship between employees' CSR participation and organizational outcomes. Specifically, we focused on identifying the moderating effects of person-CSR fit to significantly moderate the relationships between CSR participation and job satisfaction, organizational identification, and organizational commitment.

The results showed that CSR participation was positively related to job satisfaction, organizational identification, and organizational commitment. Employee CSR participation enables employees to perceive the values of the organization, which can lead employees to perceive higher morale, self-esteem, and fulfillment of their own needs and share values with their organization. As a result, CSR participation can contribute to building a psychological link between employees and their organizations. These results are consistent with the previous findings that have shown the relationships between CSR and organizational outcomes. However, unlike previous CSR studies that primarily examined CSR perceptions [1,16,25], the results in this study are meaningful in that it was based on the employees' actual participation behaviors. Thus, the study extends existing research on the impact of CSR on employees. More importantly, our findings suggest that person-CSR fit further strengthens the relationships between CSR participation and organizational outcomes. In other words, person-CSR fit plays an important role in further increasing job satisfaction, organizational identification, and organizational commitment through employees' CSR participation.

This research contributes to theoretical literature as it focused on finding empirical evidence on the moderating role of person-CSR fit for the relationships between CSR participation and job satisfaction, organizational identification, and organizational commitment. Previous research has mainly emphasized the causal relationships between CSR and organizational outcomes (e.g., [25]). Thus, our understanding of boundary conditions in an employee's positive reactions toward CSR remains limited. In particular, previous studies have argued the importance of the moderating role of fit for CSR effects as the importance of the connection between organizational and personal values has been emphasized in CSR participation [9,25,26]. In addition, the role of the relevance between organizational and employee values have yet to be investigated. In this line, this study contributes to broadening CSR literature by providing additional evidence on the boundary conditions regarding the impact of CSR on employees by exploring the moderating effects of CSR-fit for the relationships between CSR participation and job satisfaction, organizational identification, and organizational commitment.

The study also has practical contributions toward CSR activities. Our results suggest that employee CSR participation can improve organizational outcomes. Thus, it informs CSR managers that managerial attention should be paid to foster an employee's participation in CSR activities. However, CSR managers need to carefully design CSR practices in ways that can encourage employee CSR participation and continuously emphasize organizational CSR policies that can also reflect an employee's participation. The importance of person-organization fit in CSR participation has been highlighted by our findings. Accordingly, managers must place effort in strengthening CSR values to meet employees' personal values, which then can further promote organizational outcomes such as job satisfaction and organizational commitment through CSR activities. Managers must also communicate the organization's CSR values and activities to organizational members in order to improve person-CSR fit.

Although the study offers theoretical and practical contributions in CSR, our study has some limitations to mention. First, there is little conceptual and operational consensus about employee CSR participation. Prior research has adopted a variety of different definitions and measurement approaches related to employees CSR participation [71]. From the employee perspective, scholars have conceptualized CSR as participation, engagement, attitude, involvement, initiatives, and volunteering [13,15,28,52]. These conceptualizations are involved with employees' affective, cognitive, and behavioral engagement in CSR. This research aimed to identify the impact of CSR in the view

of the employee's participation behavior. Thus, we conceptualized employee participation as CSR participation based on previous research [1,18]. In order to overcome the challenge of the lack of definitional clarity in employee CSR participation, concept elaboration and measurement development is needed. Such efforts may accurately capture the degree to which CSR is embedded throughout the organization and contribute to theory-building within this field.

Second, the study did not consider individual differences and assumed that all employees' motivations, expectations, and attitudes regarding CSR are homogeneous. However, employee CSR participation can be diverse ranging from detachment to full engagement [72]. In this aspect, many typologies have been developed in regard to employee attitudes and commitment toward CSR [37]. It has also been illustrated that the fulfillment of employees' heterogeneous needs in CSR is related to employee outcomes [47]. Therefore, it would be meaningful to further identify CSR effects in employee participation while considering individual differences.

Third, we did not provide empirical evidence explaining the mechanism of how employees' CSR participation has a positive impact on organizational outcomes. In this research, the theoretical framework for understanding the relationships between employee CSR participation and organizational outcomes was derived from social exchange, social identity, and self-categorization. Accordingly, an employee's self-worth, esteem, and organizational pride could be potential mediators based from previous theories. Thus, the psychological mechanisms that link CSR participation to anticipated positive outcomes need to be comprehensively examined to fully understand the effects of CSR participation in an organization.

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Appendix A

Table A1. Measures for Key Constructs.

Construct	Measurement Items
CSR participation	I work as a team on CSR activities. I have ample opportunity to suggest CSR activities.
Person–CRS fit	My organization's CSR activities are relevant with my values. My organization's CSR activities reflect my own values and personality. My organization's CSR activities are congruent with my interests.
Job satisfaction	My job is very worthwhile. My job is very pleasant.I am very content with my job.
Organizational identification	I feel strong ties with my company. I experience a strong sense of belongingness to my company. I am part of my company.
Organizational commitment	I would be very happy to spend the rest of my career with this organization. I enjoy discussing my organization with people outside the organization. I do not feel emotionally attached to this organization (R).

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