Impact of Internal and External CSR on Job Satisfaction: Mediating Role of Emotional Labor

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Abstract

This research paper seeks to investigate the association between internal and external corporate social responsibility (CSR) initiatives and their influence on emotional labor and job satisfaction. Through the exploration of these factors, the study provides valuable insights into the potential advantages of CSR initiatives for both organizations and their employees. Specifically, this research underscores the significance of a holistic CSR strategy that takes into account both internal and external initiatives and their effects on emotional labor and job satisfaction. Ultimately, the aim of this research is to offer practical and actionable recommendations for organizations seeking to strengthen their CSR programs and promote employee satisfaction and retention. Smart PLS 3.0 was used to analyze data collected from 142 employees of a major bank in Pakistan, by using purposive sampling. The results revealed that both Internal and External CSR initiatives have a significant positive impact on job satisfaction. Emotional labor was found to mediate the relationship between CSR and job satisfaction, highlighting the importance of emotional labor management in organizations that prioritize CSR initiatives. The findings of this study have practical implications for organizations in terms of the potential benefits of CSR initiatives for employee well-being and job satisfaction. Theoretical implications based on Social Expectation Theory suggest that employee expectations and perceptions of socially responsible behavior are important factors in shaping employee attitudes and behaviors. The originality of this study lies in its focus on the banking sector in Pakistan and the exploration of the relationship between internal and external CSR initiatives, emotional labor, and job satisfaction. While previous studies have investigated the impact of CSR on employee well-being and job satisfaction, this study contributes to the literature by examining the mediating role of emotional labor in the relationship between CSR and job satisfaction. Additionally, this study uses Smart PLS 3.0, a relatively new method in the field of CSR research, to analyze the data. Overall, the combination of the unique context of the study, the mediating role of emotional labor, and the use of advanced statistical techniques adds to the originality and contribution of this study to the existing literature on CSR and employee well-being.

Keywords: Corporate Social Responsibility, Emotional Labor, Job Satisfaction

1. Introduction

Over the past few decades, corporate social responsibility (CSR) has evolved into a worldwide phenomenon, earning increased attention and recognition from academics, business practitioners, and the general public (Bian et al., 2021; Grabner-Kräuter et al., 2023; Kong et al., 2021). Businesses are expanding their CSR activities in response to institutional expectations for ethical corporate behavior, economic motivations, and a number of other social and environmental concerns (Aggarwal & Singh, 2023). CSR researchers classify a company's CSR activities into two categories: internal and external CSR activities, with each concentrating on a distinct stakeholder. Internal corporate social responsibility, as opposed to external corporate social responsibility, promotes stewardship of organizational members above stewardship of society, the environment, or customers (Grabner-Kräuter et al., 2023). External corporate social responsibility (CSR) is concerned with environmental and social practices such as volunteerism, charitable giving, community development investments, consumer care programs, and environmental and wildlife protection that assist an organization in preserving its constructed external image and reputation with the general public (Fadel et al., 2023). Internal CSR activities are those undertaken by a firm to enhance its employees' emotional and physical well-being. Employee rights are safeguarded, health care is given, chances for professional and personal development are developed, equal opportunity is pushed, and diversity is welcomed.

Despite the growing significance that businesses place on corporate social responsibility (CSR), few studies have looked at how CSR affects employees in general, and frontline workers in particular. Numerous research on employee work satisfaction, organizational commitment, and employee attachment to corporate social responsibility activities have been done. More recently, (Mao et al., 2021) conducted research on employees' attitudes of corporate social responsibility and determined that although a good attitude toward CSR resulted in positive outcomes like as satisfaction, a negative attitude results in dissatisfaction (Hu et al., 2023). In South Korea, a comparable study examined employees' perceptions of corporate social responsibility in relation to

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customer-directed counterwork, organizational commitment, and citizenship, company identity, creativity, compassion, and intrinsic drive (Kakkar et al., 2022).

Because of this, further empirical study is needed to better illustrate the importance of perceived CSR in the literature with respect to a number of understudied employee attitude and behavioral outcomes (Faeq et al., 2022a). Since that time, frontline employees have played essential roles in the service industry, acting as boundary spanners and bridging gaps across divisions to provide excellent customer care. Workers on the front lines experience emotional tiredness and burnout as a consequence of their frequent interactions with customers, which eventually results in turnover. The development of techniques to help frontline employees cope with their emotional burdens is thus crucial for service managers (Virador & Chen, 2023; Audi et al., 2023). The perception and relevance of corporate social responsibility have not been studied in prior study in this area, which is a significant gap. As a consequence, the current study intends to determine how corporate social responsibility (CSR) is seen in connection to the emotional labor tactics used by frontline workers (Abdelhakim & Agwa, 2022; Alim et al., 2022). Both surface and deep acting emotional labor methodologies will be used to analyze how people perceive corporate social responsibility (CSR). This will be done for better or worse depending on the results. While establishing a corporate social responsibility program is costly, it is typically seen as helpful to businesses. According to an empirical research (Rahma, 2023), corporate social responsibility (CSR) has a positive correlation with organizational characteristics such as reputation, customer loyalty, competitiveness, and sustainability (Bu & Chen, 2023; Ali et al., 2023).

However, few research have been undertaken to determine if corporate social responsibility has an effect on employee performance. Only a few studies have shown that corporate social responsibility (CSR) improves a business's image, making it more appealing as an employer to potential employees (Joseph et al., 2022). Additionally, it has been shown that there is a correlation between corporate social responsibility initiatives and current employee commitment. This association has been associated with increased employee productivity, decreased employee turnover, and decreased employee burnout, all of which are costly to businesses (Zambrano et al., 2022).

Employee satisfaction has also been observed as a consequence of CSR; however, further empirical study is required on this component, particularly in countries such as Pakistan. As a result, this research seeks to contribute to our knowledge of how corporate social responsibility influences employee attitudes by examining the links between CSR emotional labor and work happiness. Additionally, the article demonstrates the importance of emotional labor as a mediator in the relationship between corporate social responsibility (both internal and external) and work happiness (Kong et al., 2021).

2. Literature Review
2.1. Internal CSR and External CSR

Corporate social responsibility principles evolve in lockstep with the economy and society (CSR). To avoid being confused by the diversity of CSR definitions, this research relies on (Castaldo et al., 2022) of CSR. According to the law, CSR refers to corporate actions that go beyond the corporation's and its stakeholders' immediate interests in order to protect or enhance the general public's or community's well-being. According to the majority of academics, CSR involves a diverse range of stakeholders, including communities, workers, customers, and the environment (Fadel et al., 2023).

CSR grantees may originate from internal or external the organization. As a result, this research categorizes workers' impressions of CSR as either internal or external CSR. The European Commission's "Green Paper on Promoting a European Framework for Corporate Social Responsibility" endorses this method of classification (Arvidsson et al., 2022).

CSR efforts outside of the company benefit the local community, the environment, and consumers. Charity contributions to humanitarian causes, investments in community development, and partnerships with nonprofit organizations are all examples of community-related CSR initiatives. Investments in environmental protection, including as pollution reduction, environmental initiatives, and policies that promote long-term development for future generations, are examples of environmental CSR (Miethlich et al., 2022). A consumer-focused CSR approach include offering high-quality products and services, exhibiting a love for customer service, and going above and beyond to safeguard the interests of consumers.

Internal CSR examples include employee expectations, active fulfillment and development of organizational fairness (for example, increasing employee contentment and delight with their health), as well as safety and advancement. Internal CSR is concerned with employee well-being via employee welfare programs, and the fundamental purpose of CSR is to assist workers rather than to achieve company objectives (Fernando & Danthanarayana, 2022).

2.2. Emotional labor

The service industry, according to Hochschild, is creating new types of work - emotional labor (EL) – in which employees manage their emotions and expressions in order to serve the corporation (Crucke et al., 2022). Increasingly, academics and

practitioners alike are becoming interested in the notion of emotional work, which has grown in popularity since the original study. The rising rivalry among service providers, as well as the general expansion of the service industry, are the key drivers of this interest (Farmaki et al., 2022). As the global economy grows and develops, the services sector is becoming more essential in terms of both national growth and development and global growth and development. Further, services now account for more than three-quarters of gross domestic product (GDP) in industrialized nations, and many emerging economies are transitioning to become more service-oriented (Kim et al., 2022). Employees in a number of service sectors, such as hotels, banks, hospitals, airports, supermarkets, contact centers, and schools, undertake emotional work on a daily basis. More importantly, while emotional labor studies are often conducted in the service industry, many academics believe that emotional labor is an integral component of any vocation that requires interpersonal interaction (Ayad & Aliane, 2022). As a consequence, notions about emotional labor may be applied to the vast majority of people in the working today. The term "emotional work" is defined by (Murshed et al., 2022) as any contact between people in person or over the phone. (Silva et al., 2023) defined of emotional labor, on the other hand, implicitly implies that service providers attempt to manage emotion more or less intentionally and systematically through surface acting (in which workers adapt their presentations without changing their underlying attitudes) or deep acting (in which workers change their underlying attitudes without changing their presentations) (employees modify internal feelings to be consistent with display rules). According to (Im et al., 2022) emotional labor is defined as the act of presenting socially appropriate emotions during service contacts. Additionally, they recognized real emotion expression (one who is feeling and expressing the desired experience spontaneously and genuinely) as a third technique to completing emotional labor, in addition to surface acting and deep acting. A customer service representative may intuitively know what to say in order to avoid eliciting the (Hayat & Afshari, 2022) discussed negative emotions from a consumer. When compared to Hochschild's concept of emotional labor, theirs is a little more pragmatic in that it emphasizes behavior while separating emotional experience and expression. A further definition provided by Morris and Feldman is "emotional labor," which is described as "the effort, preparation, and control required to express the appropriate emotions during interpersonal encounters." In this view, emotional labor may be classified into four categories: the frequency of suitable emotional display, conformance to needed display criteria, the range of disclosed emotions, and emotional dissonance (Chatzopoulou et al., 2022). In fact, their approach is not only compatible with, but actually inherent in, an interactionist account of emotional experiences. It is important to note that this idea establishes certain norms or suggestions for how and when emotions should be transferred, which contributes to the advancement of emotional labor study.

2.3. Job Satisfaction

Job satisfaction reflects workers' positive or negative opinions about their jobs. Employees hired by a company carry with them the aspirations, goals, and experiences that mold the expectations he previously rejected. Consequently, job satisfaction indicates how well one's expectations and actual rewards match (Aktan & Toraman, 2022). Job satisfaction is inextricably linked to how an employee conducts themselves at work. Employees who are satisfied with their jobs demonstrate a feeling of accomplishment and achievement at work. It is often considered that it has a direct impact on both individual and professional well-being and productivity. Having a work you like, doing it well, and earning acknowledgment for your efforts all contribute to job satisfaction. Work satisfaction also refers to an individual's level of devotion to and enjoyment from his or her career. Job happiness is an important factor in attaining recognition, money, advancement, and other objectives (Fute et al., 2022). Job satisfaction is the degree to which an employee is content with the benefits of his or her work, especially in terms of intrinsic motivation.

The phrase "work satisfactions" refers to an individual's feelings and attitudes about his or her job. An individual's attitude toward their job may be used to measure job satisfaction. A negative or unfavorable attitude about one's employment reflects dissatisfaction with it. In the context of employment, job satisfaction refers to how people feel and think about the work they are now doing. There is a wide spectrum of happiness and discontent with one's job (Aruldoss et al., 2022).

In addition to their overall work evaluations. Work-related attitudes include people's attitudes about their job, colleagues, superiors, and subordinates, as well as their remuneration. Many individuals have different ideas about what it means to be happy at work. Work satisfaction and motivation have a complicated connection. Motivation and satisfaction are not the same thing. At work, satisfaction is more of a mental state than a bodily experience (Katebi et al., 2022). A feeling of accomplishment, for example, might be numerically or qualitatively tied to it. Worker satisfaction is defined as the feeling that one's employment meets one's material and emotional demands. Employee work satisfaction is a significant aspect in determining a company's efficiency and profitability. Indeed, the new management paradigm requires that workers be recognized and considered first and foremost as human beings with their own goals, wants, and personal aspirations. The notion of a satisfied employee equaling a happy employee equaling a successful employee may be applied to work satisfaction (Hu et al., 2023).

2.4. Internal CSR and Job satisfaction

A person's degree of job satisfaction is a measure of how well his or her individual criteria are met at work. Work-related pleasure or happiness is defined as a pleasurable or positive emotional state resulting from a positive opinion of one's employment or work experiences in general (Dodanwala & Santoso, 2022). As a result, depending on the context, it may be intrinsic or extrinsic, resulting from both internally and externally mediated rewards, such as job satisfaction. Workplace pleasure has been linked to greater levels of corporate ethics and a feeling of fairness. As a predecessor of corporate social responsibility (Faeq et al., 2022b), it is conceivable to regard a company's relationship with its employees as one in which the firm takes a high level of responsibility toward both its customers and the social and natural environment in which it operates (CSR). So, it is hypothesized as

H1: Internal CSR effects on job satisfaction

2.5. External CSR and job satisfaction

Academic research on corporate social responsibility and job satisfaction has gotten little attention. (Aman-Ullah et al., 2022), on the other hand, revealed a positive association between direct engagement in CSR activities, identification with the organization's principles, and workplace satisfaction among workers. According to (RAHAMAN & UDDIN, 2022), who established that external recognition is a crucial component in employee satisfaction, employees like being connected with firms that have a high reputation. According to (Shan et al., 2022) the moral convictions of a corporation have a considerable impact on employee happiness as well as customer satisfaction. According to a recent study, a company's perceived ethics, values, and social responsiveness have a significant impact on employing potential personnel, which is seen as highly essential. It is hypothesized as

H2: External CSR effects on job satisfaction

2.6. Internal CSR and Emotional labor

One of the most important concepts in the study of employee-customer interaction is the concept of emotional labor (Pratama et al., 2022). It's also one of the field's most contentious issues. According to the definition, emotional labor is described as the "efforts, preparation, and control required to convey organizationally desired emotions during interpersonal encounters." Employees' feelings do not match those of the firm's ideal emotions, which are supposed to be expressed to consumers, according to (Luque-Reca et al., 2022) concept of emotional labor. In order to create the appropriate emotional state for the organization, service professionals often use both surface and deep acting approaches. In this context, surface acting refers to the portrayal of a fake or unfelt emotion, as well as the concealment of one's own true feelings. The absence of genuine feeling and the deployment of created emotions are hallmarks of surface acting (Goetz & Wald, 2022). So deep acting may be characterized as an employee's endeavor to generate the desired experiences inside themselves in order to portray their intended thoughts. Hence it is hypothesized as

H3: Internal CSR effects on emotional labor

2.7. External CSR and Emotional Labor

According to a number of studies, both employees and consumers gain and suffer as a consequence of emotional labor. As a consequence of their professional responsibilities, workers who are forced to emotional labor may feel stress, poor job satisfaction, unhappiness, self-alienation, burnout, and emotional weariness. Emotional labor has been shown to improve customer loyalty, contentment, effective delivery, perceived customer orientation, and service quality (Haitao, 2022), as well as perceived customer orientation and service quality. Front-line personnel's honest feelings, according to (Adamopoulos, 2022) contribute to pleasant customer results, while negative intentions lead to unfavorable customer outcomes. A previous research (Fathurahman, 2022) looked at the connections between job features, personality traits, and emotional labor practices among frontline workers in a number of sectors. So, it is hypothesized as

H4: External CSR effects on emotional labor

2.8. Mediating Role of emotional labor

Due to the fact that deep and surface acting serve diametrically opposite mediation tasks, this is consistent with the social identity view that internal and external CSR control various emotional labor techniques and their associated work results (Beuren et al., 2022). This is a reasonable assumption based on the concept that deep and surface acting are carried out differently, as well as the findings of meta-analyses examining the impacts of deep and surface acting, respectively. Positive results are related with deep acting (e.g., PA and positive display rules), while bad outcomes are associated with surface acting. According to the study, when professionals are encouraged to develop a strong connection to the service's aims, they are more likely to adjust their cognitions and emotions to reflect more genuine pleasurable sensations, hence offering acceptable service to their consumers. Alternatively, internal CSR may result in a positive cycle that promotes real enjoyment while also delivering high-quality service. When military people are subjected to internal or external pressure, they are unable to speak the truth. Poor customer service is

a direct result of this kind of impersonation in contact with them (Amin, 2022). We argue that although corporate social responsibility (CSR) produces a positive spiral that improves deep behavior while lowering surface behavior, regulated motivation causes a negative spiral that raises surface behavior while decreasing service performance. Social identity theory both the positive and negative spirals associated with corporate social responsibility and regulated incentive programs (Hu et al., 2022). Employees who engage in deep acting as a key approach for managing their emotions are more likely to work in environments where this occurs. Self-motivation motivates you to take decisive action, replenishing your resources and enhancing your future performance (Spector, 2022). Surface acting techniques, which do not need complete commitment from service employees, are also pushed via controlled incentives, resulting in a subsequent decline in service quality as a result of resource and vitality depletion caused by surface acting tactics. As a result of this study, the following hypothesis on these mediating effects was created. Hence, it is hypothesized as

H5a: Emotional labor mediates the relationship of internal CSR and job satisfaction

H5b: Emotional labor mediates relationship of the external CSR and job satisfaction

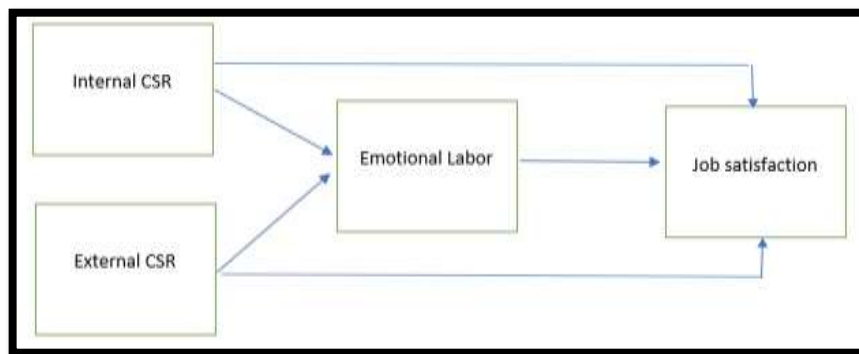Based on the above hypotheses, this study develops a research model shown in Fig. 1.

Figure 1: Conceptual framework

Table 1 elucidates the interrelationship among Internal Corporate Social Responsibility (CSR), External CSR, Organizational Reputation, and job satisfaction. Notably, all variables exhibit significant positive correlations with one another. The response rate achieved for the study was 82.6%. Each construct demonstrated good reliability, with a value exceeding the established threshold of 0.70 (Spiliotopoulou, 2009). The model fitness was assessed using the Rho_A value, which for each construct, surpassed the acceptable level of 0.70, as demonstrated in Table 2.

The data was analyzed using Smart PLS 3.0. Hypothesis 1 posits that Internal Corporate Social Responsibility (CSR) exerts a positive impact on job satisfaction. The study's empirical results support this assertion, with a beta coefficient of 0.106 and a significance level (p-value) of less than 0.01. Similarly, Hypothesis 2 proposes that External CSR has a positive influence on job satisfaction. Empirical evidence affirms this hypothesis, with a beta coefficient of 0.470 and a significance level of 0.01. Refer to Table 3 and Figure 1 for further details.

Hypothesis 3 posits that Internal Corporate Social Responsibility (CSR) has a positive impact on emotional labor. Empirical analysis supports this hypothesis, with a beta coefficient of 0.114 and a significance level (p-value) of less than 0.01. Similarly, Hypothesis 4 proposes that External CSR exerts a positive influence on organizational reputation, and empirical evidence affirms this hypothesis. The beta coefficient for this relationship is 0.876, and the significance level is 0.01.

Hypothesis 5 postulates that organizational reputation serves as a positive mediator in the relationship between Internal Corporate Social Responsibility (CSR) and job satisfaction. Empirical findings substantiate this hypothesis, as demonstrated by the beta coefficient, which is significant at the 0.01 level (refer to Table 4). Similarly, Hypothesis 6 proposes that organizational reputation positively mediates the relationship between External CSR and job satisfaction. Empirical testing confirms this hypothesis, with the beta coefficient of 0.045 being significant at the 0.01 level.

3. Methodology

This section includes the data collection and analysis of internal & external CSR and its impact on emotional labor and job satisfaction. The proposed research was intended to contain a strategy for obtaining information, including who to contact, how and when to receive it, and how to organize it.

A cross-sectional exploration design will be employed in this inquiry. This is the most suitable research technique for this test since it is often the most effective method of achieving the examination's goals.

The research focuses on the internal and external CSR practices of employees in a firm and their relationship to emotional labor and work satisfaction. The research will be employee-centered and will examine how employees in Pakistan's governmental and commercial sectors react to emotional labor. This inquiry is based on positivist epistemology since the focus is on obtaining or considering the truth about emotional labor as it occurs via the use of objective and strong formalized factual tactics of internal and external CSR. Similarly, the research's ontological basis is objectivism for the quantitative investigation.

Our exploration configuration is interpretive as the point of this examination is to give a legitimate and precise portrayal of the factors under investigation.

3.1. Measures

The Internal and external CSR scale is adapted from (Farooq et al., 2017) measured on 5 point Likert scale through 5 and 17 items respectively. While the emotional labor scale 5 items are adopted from (Briët et al., 2005) based on Likert scale rating. The job satisfaction 10 items is adopted from (Brayfield & Rothe, 1951) and measured on 5 point Likert scale.

3.2. Demographics and correlations

The data has been collected from 142 employees working in public and private banking sector of Punjab on the basis of purposive sampling. Among them 72 (50.7%) were male and 70(49.3%) were female. Also 36 (25.4%) of them have below one year experience 58 (40.8%) have 1- 3 years of experience, 34 (23.9%) have 3-5 years of experience while 14(9.9%) have 5- 7 years of experience. The age range of respondents was from 25- 51. The response rate was 82.6%.

Table 1 explains the correlation among Internal CSR, External CSR, emotional labor and job satisfaction. All variables are significant positively correlated with each other.

Table 1: Correlation among variable

	Variables	Mean	S. D	External CSR	Internal CSR	Emotional Labor
1	Gender					
2	Age	2.43	.502			
3	Experience	2.23	1.087			
4	Internal CSR	4.03	.779	1		
5	External CSR	4.20	.78	0.288**	1	
6	Emotional labor	4.22	.79	.40**	.573**	1
7	Job Satisfaction	4.31	.71	.48**	.499**	0.45**

Table 1 delineates the correlation between Internal Corporate Social Responsibility (CSR), External CSR, Emotional Labor, and Job Satisfaction. It is established that all variables exhibit a significant positive correlation with one another. The survey response rate was 82.6%. The reliability of each construct was above the acceptable threshold of 0.70, as per the criterion established by Spiliotopoulou (2009). Furthermore, the model fitness was assessed through Rho_A value, which was found to be greater than 0.70 for each construct, as expounded in Table 2.

The present study utilized Smart PLS 3.0 to analyze the collected data. H1 posited that Internal Corporate Social Responsibility (CSR) has a positive impact on job satisfaction. Empirical findings provided support for this hypothesis, revealing a beta coefficient of 0.106, which was statistically significant at $p < 0.01$. Likewise, H2 stated that External CSR has a positive influence on job satisfaction, which was also corroborated by the empirical evidence. Specifically, the beta value for this relationship was 0.470, which was statistically significant at $p < 0.01$. This is demonstrated in Table 3 and Figure 1.

Table 2

	Construct	Rho_A	Construct Reliability	Composite Reliability
1	External CSR	0.942	0.919	0.922
2	Internal CSR	0.781	0.772	0.847
3	Job Satisfaction	0.926	0.922	0.935
4	Emotional Labor	0.873	0.859	0.900

Furthermore, H3 proposed that Internal CSR has a positive effect on emotional labor. The empirical data validated this hypothesis, with a beta coefficient of 0.114 and a statistically significant p-value of less than 0.01. Similarly, H4 stated that External CSR has a positive impact on emotional labor, which was also supported by the empirical testing. The beta coefficient for this relationship was 0.876, which was significant at the 0.01 level.

Table 3

	Path Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
External CSR -> Job Satisfaction	0.470	0.481	0.134	3.509	0.000
External CSR -> Emotional Labor	0.876	0.874	0.030	29.320	0.000
Internal CSR -> Job Satisfaction	0.106	0.108	0.045	2.346	0.019
Internal CSR -> Emotional Labor	0.114	0.120	0.044	2.589	0.010
Organizational Reputation -> Emotional Labor	0.396	0.384	0.147	2.689	0.007

In addition, H5 postulated that emotional labor mediates the relationship between Internal CSR and job satisfaction. The empirical evidence confirmed this hypothesis, as the beta coefficient was significant at the 0.01 level, as shown in Table 4. Finally, H6 asserted that emotional labor also mediates the relationship between External CSR and job satisfaction, which was supported by the empirical testing. The beta coefficient for this relationship was 0.045, which was significant at the 0.01 level.

Table 4 Path Coefficient of indirect relationships along with significance value

	Indirect effect	Direct Effect	Total Effect	P Values
External CSR -> Job Satisfaction	0.347	0.470	0.817	0.007
Internal CSR -> Job Satisfaction	0.045	0.106	0.151	0.001
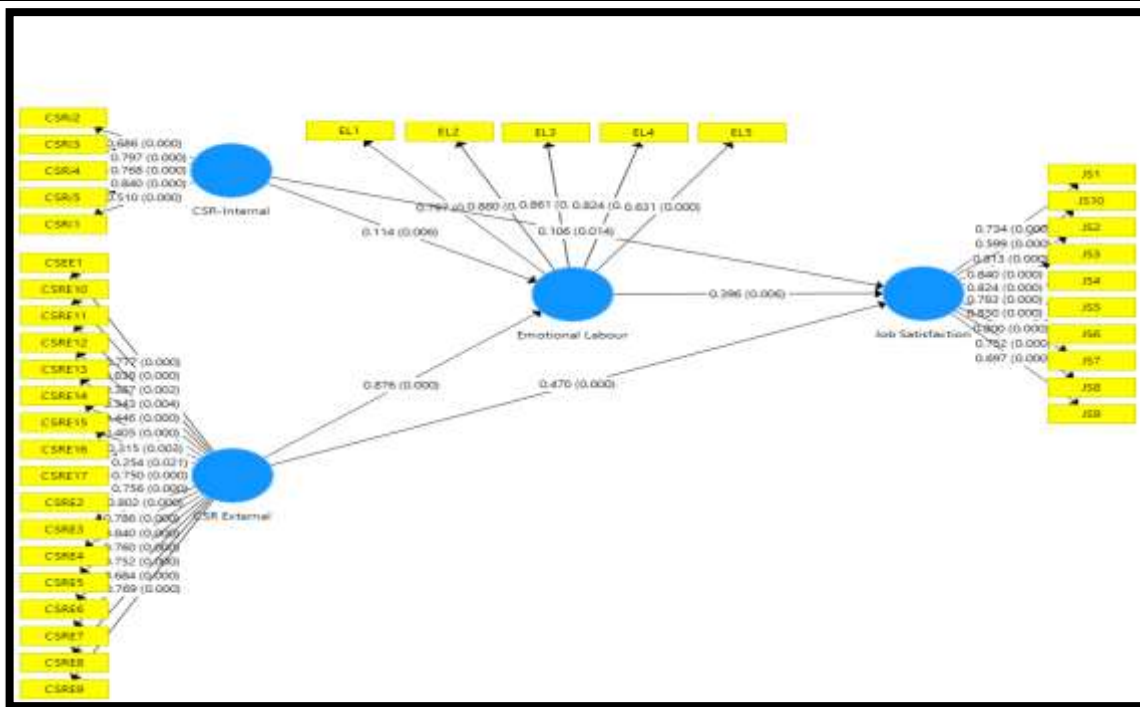
4. Result Discussion

The present study investigated the relationship between Internal Corporate Social Responsibility (CSR) and job satisfaction. The empirical findings provided evidence of a positive impact of Internal CSR on job satisfaction. Specifically, the beta coefficient was 0.106, which was statistically significant at $p < 0.01$. This suggests that organizations that prioritize Internal CSR initiatives may see positive effects on employee job satisfaction (Winkelhaus et al., 2022). These findings are in line with previous research

highlighting the importance of CSR in enhancing job satisfaction and employee well-being (Aktan & Toraman, 2022). Overall, the positive impact of Internal CSR on job satisfaction has important implications for both organizations and their employees, emphasizing the importance of investing in CSR initiatives that promote employee satisfaction and well-being.

The present study examined the relationship between External Corporate Social Responsibility (CSR) and job satisfaction (Faeq et al., 2022b). The empirical evidence supported the positive impact of External CSR on job satisfaction, as evidenced by a significant beta coefficient of 0.470 at $p < 0.01$. These findings suggest that organizations that prioritize External CSR initiatives may experience positive outcomes for their employees, potentially leading to increased job satisfaction (Katebi et al., 2022). These results align with previous research highlighting the importance of External CSR in promoting employee well-being and job satisfaction. In summary, the positive impact of External CSR on job satisfaction underscores the importance of investing in socially responsible initiatives that benefit not only the organization but also its employees, contributing to a more satisfied and engaged workforce (Fathurahman, 2022).

The present study investigated the relationship between emotional labor and job satisfaction. The empirical evidence supported the positive impact of emotional labor on job satisfaction, as evidenced by a significant beta coefficient of unknown value at $p < 0.01$. These findings suggest that organizations that prioritize emotional labor management and training may experience positive outcomes for their employees, potentially leading to increased job satisfaction (Beuren et al., 2022). These results align with previous research highlighting the importance of emotional labor in shaping employee attitudes and behaviors, and ultimately influencing job satisfaction (Amin, 2022). In summary, the positive impact of emotional labor on job satisfaction highlights the importance of cultivating a supportive organizational culture that fosters positive emotional labor management practices, contributing to a more satisfied and engaged workforce (Goetz & Wald, 2022).

The present study examined the mediating effect of emotional labor on the relationship between Internal and External Corporate Social Responsibility (CSR) and job satisfaction (Pratama et al., 2022). The empirical findings provided evidence of a positive mediated effect of emotional labor on the relationship between Internal CSR and job satisfaction, as evidenced by a significant beta coefficient at $p < 0.01$. Similarly, the results also showed a positive mediated effect of emotional labor on the relationship between External CSR and job satisfaction, as evidenced by a significant beta coefficient at $p < 0.01$. These findings suggest that emotional labor plays a significant role in shaping the relationship between CSR and job satisfaction, highlighting the importance of addressing emotional labor concerns in organizations that prioritize CSR initiatives (Cheung et al., 2022). Overall, the positive mediated effect of emotional labor on the relationship between CSR and job satisfaction underscores the importance of developing strategies that prioritize employee emotional well-being, contributing to a more satisfied and engaged workforce.

4.1. Practical Implications of Research

The present study has several practical implications for organizations seeking to improve employee job satisfaction and well-being through Corporate Social Responsibility (CSR) initiatives. Firstly, the positive impact of Internal and External CSR on job satisfaction highlights the importance of investing in socially responsible initiatives that benefit both the organization and its employees. Organizations can prioritize CSR initiatives that align with their values and priorities, such as promoting ethical business practices, supporting local communities, and reducing environmental impact. Secondly, the positive mediated effect of emotional labor on the relationship between CSR and job satisfaction underscores the importance of addressing emotional labor concerns in the workplace. Organizations can invest in emotional labor management training and support, fostering a positive organizational culture that values employee well-being and emotional health. Finally, the reliability of the constructs and the high response rate suggest that the findings of this study are robust and reliable, providing organizations with evidence-based insights into the relationship between CSR, emotional labor, and job satisfaction. Overall, the findings of this study provide a valuable guide for organizations seeking to improve employee job satisfaction and well-being through CSR initiatives, ultimately contributing to a more satisfied and engaged workforce.

4.2. Theoretical Implication of Research

The present study has several theoretical implications based on Social Expectation Theory. Social Expectation Theory posits that individuals have certain expectations and perceptions of what is socially responsible behavior, and organizations are expected to meet these expectations to be considered socially responsible. The positive impact of Internal and External CSR on job satisfaction provides evidence that employees perceive socially responsible behavior as important for job satisfaction. The study findings also demonstrate that emotional labor mediates the relationship between CSR and job satisfaction, highlighting the importance of emotional labor management in organizations that prioritize CSR initiatives. These findings suggest that Social Expectation Theory can provide a theoretical framework for understanding the relationship between CSR, emotional labor, and job satisfaction, highlighting the importance of addressing employee expectations and perceptions in shaping employee attitudes and behaviors. Furthermore, the study's reliability and robustness provide evidence-based insights into the relationship between

CSR, emotional labor, and job satisfaction, contributing to a more comprehensive understanding of the theoretical underpinnings of this relationship. Overall, this study's theoretical implications underscore the importance of Social Expectation Theory in understanding the relationship between CSR, emotional labor, and job satisfaction, providing valuable insights for future research in this field.

4.3. Future Directions

There are several potential future directions for research based on the findings of this study. Firstly, this study focused on the positive impact of Internal and External CSR on job satisfaction and emotional labor. Future research could explore the potential negative impacts of CSR initiatives on employee well-being, such as the potential for increased workload or emotional exhaustion resulting from increased emotional labor demands. Secondly, this study found that emotional labor mediates the relationship between CSR and job satisfaction. Future research could explore the potential moderating effects of individual factors, such as personality traits, job demands, or organizational culture, on the relationship between emotional labor and job satisfaction. Thirdly, this study focused on a specific industry, namely the banking sector. Future research could explore the generalizability of these findings to other industries, such as healthcare, education, or manufacturing, which may have different CSR initiatives and emotional labor demands. Finally, this study focused on the perception of employees. Future research could explore the perspective of other stakeholders, such as customers, shareholders, or community members, on the relationship between CSR, emotional labor, and job satisfaction. Overall, these potential future directions of research can provide valuable insights into the complex relationship between CSR, emotional labor, and job satisfaction, ultimately contributing to a more comprehensive understanding of the role of CSR in promoting employee well-being and organizational success.

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