Corporate Social Responsibility (CSR) is increasingly practiced in organization as a way to relate to external as well as internal stakeholders (Aguilera et al. 2007). This was driven mainly by the growing need of organizations to relate to the larger environment in which they operate, establish more positive ties with the broad society, and respond to increasing pressures of consumerism (Garriga and Mele, 2004). The oil sector is considered as one of the major polluting sectors worldwide, affecting animal and human welfare and certainly deepening climate change. Therefore, the oil sector constitutes a perfect business case to study the impact of CSR on employees’ organizational commitment.

Regarding external stakeholders, Corporate Social Responsibility has become a driving force to the international presence of oil multinationals, by obtaining local communities’ blessing and therefore allowing oil companies to pursue their commercial operations in a serene working environment (Frynas 2005, 2009). In this regard, CSR plays the role of a marketing and public relations (PR) tool to tackle image issues. As for internal stakeholders, CSR is often motivated by the desire of business leaders to demonstrate to their employees that oil companies can also contribute to the socioeconomic development of the regions where they operate (Frynas 2005, 2009).

## Background

Due to its huge impact on the environment, the oil industry has sought to use CSR programs as a way to legitimize itself vis-à-vis the external environment (Roeck and Delobbe, 2012). Previous research has revealed that there are mixed results when it comes to the impact of CSR programs with respect to legitimacy for external stakeholders and the ensuing increased return for the organization (Sen and Bhattacharya, 2001). However, it has also been found that gauging the impact of CSR programs on external stakeholders without seeking to assess how CSR programs are impacting internal stakeholders is faulty (Jones, 2010). Therefore, a stream of research has emerged with the aim of understanding how CSR programs benefit the organization both in terms of internal stakeholders and of individual employees (Backhaus et al., 2002; Brammer et al., 2007; Rodrigo and Arenas, 2008; Rupp et al., 2006).