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The Impact of Employee-Centric CSR Initiatives on Employee Engagement, Turnover Rates and Job Satisfaction

Summary

From volunteer initiatives to strategic requirements, corporate social responsibility (CSR) has grown to be an essential component of contemporary business. This study investigates how employee-centric CSR activities positively influence important employee outcomes including work satisfaction, attrition rates, and engagement. The research synthesizes findings from current literature. By boosting employee well-being, promoting organizational commitment, and increasing emotional and psychological health, employee-focused CSR efforts directly affect work satisfaction and lower employee turnover rates. Additionally, by fostering a feeling of purpose and alignment with the business's ethical principles, CSR initiatives raise employee engagement.

Keywords: CSR, employee well-being, job satisfaction, employee engagement, turnover rates
Jel codes: M14, O15

Introduction

CSR has emerged as a key component of contemporary business operations, with businesses required to conduct themselves in a way that helps society and the environment in addition to their shareholders. CSR has changed from being a voluntary practice to a strategic imperative that affects both corporate reputation and business outcomes as businesses increasingly realize their role in addressing global challenges like social inequality, climate change, and corporate ethics (Carroll, 2021).

This change reflects a growing realization that businesses that practice CSR not only raise their social status but also strengthen their bonds with stakeholders including employees who are essential to an organization's long-term success. The relationship between CSR and employee outcomes, such as job satisfaction, engagement, and turnover rates, has received a lot of attention lately. Organizations that promote CSR activities, particularly those focused on employee well-being and societal impact, create workplaces where employees feel appreciated and aligned with their organization's ethical principles (Masouti et al., 2024). Effective CSR practices foster trust and motivation among employees, which enhances their commitment and loyalty to the organization. Additionally, socially responsible human resource management (HRM) strategies play a significant role in talent retention, especially when mediated by

trust and motivation, and moderated by values that prioritize the well-being of others (Rawshdeh et al., 2022).

CSR activities not only improve hiring but also have a significant effect on internal variables like job satisfaction and employee involvement. Happiness among workers is positively impacted when they believe their company is socially conscious because it gives them a stronger feeling of meaning and association with their job, in addition to helping the company achieve its purpose (Rawshdeh et al., 2022). CSR is an essential tool for efficient human resource management since it increases retention and promotes an atmosphere of commitment, both of which lower turnover rates. other businesses looking to improve employee relations via socially conscious business practices might benefit from these initiatives.

This paper examines three important aspects: first, the effect that employee-focused CSR efforts have on overall work satisfaction; second, the effect that CSR practices have on employee attrition rates; and third, the effect that CSR efforts have on staff engagement and retention. This study will highlight the strategic significance of CSR in improving business performance and employee well-being.

Methods
Strategy
The effect of employee-focused CSR on work satisfaction, employee engagement, and attrition rates is methodically investigated in this analysis. A focused literature search was carried out throughout major academic databases, such as Google Scholar, PubMed, Web of Science, and Scopus, in order to get current and pertinent findings. Search terms and keyword combinations including „employee-centric CSR," „employee engagement," „job satisfaction," „turnover rates," and „CSR and employee well-being" were used in the search strategy to find research that addressed the impacts of internal CSR. To concentrate, other phrases, such as „CSR and retention" and „CSR in workplace dynamics," were also used.

To ensure relevance to current workplace CSR practices, the search was restricted to peer-reviewed studies published within the previous ten years.

Selection Criteria
There were around 60 items found in the first search. Based on their analysis of CSR programs aimed at internal workplace outcomes and employee well-being, studies were carefully vetted for relevance. Articles that mostly addressed the exterior effects of CSR (such as community relations or consumer perception) or industrial sectors unrelated to employee-centric re-

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sults were not included. In order to give a thorough grasp of how CSR affects employee engagement, feelings of well-being and retention, the final evaluation comprised 60 articles from a variety of organizational kinds and geographic locations.

Findings

CSR has become an integral component of modern organizational strategy, especially with a growing emphasis on employee-centric CSR initiatives. These programs, which prioritize employee well-being and engagement, have been shown to significantly impact various organizational outcomes, including job satisfaction, turnover rates, and employee engagement. This literature review synthesizes insights from recent studies that explore these dynamics, specifically focusing on CSR's effects in the context of job satisfaction, employee retention, and engagement.

1. Impact of CSR on Employee Well-being

Employee-centric CSR initiatives have been shown to have a profound impact on job satisfaction. Chang, Hu, and Lin (2021) found that when employees perceive their organization as genuinely socially responsible, particularly when CSR activities are aligned with their personal needs, they develop stronger emotional bonds with the company, which in turn increases their job satisfaction. This is echoed in Memon et al. (2021), who emphasize that CSR initiatives that focus on employee well-being lead to enhanced job satisfaction by reducing workplace deviant behaviors and increasing employee loyalty. This sense of value and psychological satisfaction is vital for improving overall well-being in the workplace, ultimately contributing to better retention and engagement levels within companies Guzzo et al. (2022). CSR has been increasingly recognized as a significant factor influencing employee outcomes, including turnover intention and job satisfaction. Nejati et al. (2021) found that employee's perceptions of CSR and ethical leadership uniquely correlate with their intention to leave the organization, suggesting that positive CSR initiatives can enhance employee retention. Meanwhile, Slijepčević et al. (2024) highlighted the mediating role of work engagement in the relationship between CSR and employee satisfaction, indicating that CSR efforts can foster a more engaged workforce, thereby enhancing overall job satisfaction. CSR plays a crucial role in fostering employee happiness and promoting corporate sustainability. This synergy not only improves employee morale but also contributes to sustainable business practices, as outlined in a systematic review of the literature (Kıymalıoğlu & Yetkin Özbük, 2024). Recent studies emphasize the critical link between job satisfaction and mental well-being. Liu et al. (2023) found that among Chinese adults aged 35-60, subjective well-being and life satisfaction significantly mediate the relationship between job satisfaction and depressive symptoms. Similarly, Rafi et al. (2023) explored how internal and external CSR enhances job satisfaction, emphasizing emotional labour's mediating role. These findings highlight the importance of workplace factors in promoting mental health and overall employee satisfaction. Ahmad et al. (2023) highlights that effective CSR initiatives significantly enhance employee well-being by fostering a supportive workplace culture. Additionally, Juba (2024) emphasizes the positive impacts of workplace safety, health, and wellness programs on employee engagement and productivi-

ty, suggesting that organizations prioritizing these initiatives can achieve better outcomes. Additionally, Feitosa et al. (2022) found that by taking tangible steps to ensure physical well-being, organizations strengthen their reputation as socially responsible and caring employers. Organizational commitment plays a mediating role in the relationship between CSR and employee well-being. Feitosa et al. (2022) emphasized that employees who perceive their company's CSR efforts as genuine are more likely to exhibit greater organizational commitment. The study by Macassa et al. (2021) systematically reviews the relationship between CSR and the health and well-being of internal stakeholders in Europe. It emphasizes how CSR initiatives can enhance the health outcomes of employees, highlighting the importance of integrating stakeholder perspectives in promoting well-being.

2. Impact of CSR on Employee Job Satisfaction

Zhongke (2024) explores that positive job attitudes significantly enhance the impact of CSR initiatives on service innovation, suggesting that when employees perceive their organization as socially responsible, they are more motivated to engage in innovative practices. Kim et al. (2018) found that employees' perceptions of CSR significantly impact their quality of work life and job satisfaction, especially in the hospitality industry. The study provides a foundation for understanding the positive correlation between CSR and employee well-being. Barakat et al. (2016) also investigated the influence of CSR on employee satisfaction and found a positive association. This research underscores the importance of CSR in fostering an ethical and responsible organizational culture that enhances employee satisfaction. The study by Loor-Zambrano et al. (2021) confirms the theoretical link between CSR and five facets of job satisfaction. The study highlights that employees are more motivated when they perceive their organization as socially responsible, aligning their personal values with the company's ethical and social causes. This sense of purpose contributes to higher job satisfaction, as employees feel their work has meaning and is contributing to societal good (Glavas, 2016). Research suggests that when employees believe their company contributes to societal good, it not only boosts their motivation but also enhances their job satisfaction and organizational commitment (Altheeb et al., 2023; Slijepčević et al., 2024). In recent years, the relationship between CSR and employee outcomes has garnered significant attention. Van et al. (2024) investigated the impact of internal CSR on job satisfaction and organizational engagement among service employees in Vietnam. Their findings indicate that various aspects of internal CSR contribute significantly to job satisfaction, which subsequently enhances organizational engagement. Similarly, Slijepčević et al. (2024) explored the connections between perceived organizational CSR engagement, job satisfaction, organizational pride, and involvement in CSR activities within an emerging economy.

The study by Kakkar et al. (2023) reveal that positive perceptions of CSR enhance job satisfaction by mitigating feelings of alienation, particularly in remote work settings. This loyalty fosters a positive work environment, enhancing overall job satisfaction. A recent study by Silva, Moreira, and Mota (2023) found that employees' perceptions of CSR positively impact their job satisfaction and organizational trust, highlighting the mediating role these factors play in employee perform-

ance. Additionally, the research conducted by Slijepčević et al. (2024)indicates a strong link between perceived organizational engagement in CSR and various employee outcomes, including job satisfaction and organizational pride. Employees who perceive alignment between their values and organizational CSR efforts experience greater psychological ownership (Yan & Xiao, 2021) and a stronger fit with the organization's culture (Konte et al., 2020). Both internal and external CSR practices contribute to job satisfaction, with this satisfaction acting as a partial mediator in the relationship (Ahsan & Khalid, 2024). Furthermore, CSR initiatives boost employee engagement by fostering feelings of meaningfulness and safety in the workplace (Chaudhary, 2019). Recent research underscores when CSR initiatives are perceived as authentic, they can enhance job satisfaction, loyalty, organizational pride, and trust in management (Schaefer et al., 2024). These favourable perceptions also lead to improved employee performance, primarily through the mediation of job satisfaction and organizational trust (Silva et al., 2022). A meta-analysis supports these findings, showing that perceived CSR is positively associated with constructive employee attitudes and behaviours while inversely related to negative ones (Wang et al., 2020). However, some companies have been criticized for insufficient CSR efforts in recent years, which may diminish these benefits (Singh et al., 2019). The research highlights the importance of effectively communicating and engaging employees in CSR activities to raise awareness and promote positive organizational outcomes (Silva et al., 2022; Schaefer et al., 2024). Genuine CSR initiatives cultivate organizational pride, which mediates positive effects such as employee loyalty, trust in management, and job satisfaction (Schaefer et al., 2024). The perception of CSR authenticity is critical in enhancing emotional commitment, particularly in the relationship between external CSR efforts and employees' emotional engagement (Kim & Lee, 2022). Moreover, CSR has a stronger connection to employees' psychological and emotional reactions and work attitudes than to their actual work behaviours (Aggarwal & Singh, 2022). Authentic CSR, characterized as substantive rather than symbolic, fosters affective commitment by increasing the meaningfulness of work, whereas symbolic CSR lacks this impact (Nejati & Shafaei, 2023). These insights highlight the necessity for organizations to implement authentic CSR initiatives that align with sustainable human resource practices and core business processes, ultimately fostering positive employee sentiments and enhancing work attitudes.

3. Influence of CSR on Turnover Rates

Studies indicate that both embedded and peripheral CSR activities can lower turnover intentions by promoting organizational citizenship behaviour (Liu et al., 2022). Specifically, employee-focused CSR initiatives boost retention by improving job satisfaction, organizational identification, and motivation (Boutmaghzoute & Moustaghfir, 2021). Notably, a decline in a firm's CSR policies led to an increase in voluntary turnover among employees who prioritize CSR values, illustrating how alignment with CSR-related principles serves as a significant non-financial benefit that enhances retention (Cen et al., 2022). Additionally, research shows that employees' perceptions of CSR and ethical leadership are inversely related to turnover intention, with job satisfaction mediating these rela-

tionships (Nejati et al., 2021). Research indicates that CSR initiatives can enhance the psychological contract between employees and employers, resulting in greater loyalty and reduced turnover. Participation in CSR activities boosts employees' organizational engagement by fostering a sense of psychological ownership (Yan & Xiao, 2021). During times of crisis, strong CSR efforts can alleviate negative responses to breaches of the psychological contract, as employees are more likely to attribute these breaches to external factors when they perceive high levels of CSR (Zhong et al., 2022). Moreover, CSR-based moral capital moderates the effects of psychological contract breaches on employee reactions, decreasing perceptions of corporate hypocrisy and turnover intentions while promoting loyal behaviours (De Roeck et al., 2023). Additionally, CSR initiatives positively influence job performance by enhancing the climate of industrial relations and fulfilling psychological contracts (Fang et al., 2021). CSR activities not only improve hiring but also have a significant effect on internal variables like job satisfaction and employee involvement. Happiness among workers is positively impacted when they believe their company is socially conscious because it gives them a stronger feeling of meaning and association with their job. CSR is an essential tool for efficient human resource management since it increases retention and promotes an atmosphere of commitment, both of which lower turnover rates (Guzzo et al., 2022). Research consistently shows that employees' perceptions of CSR have a positive impact on job attitudes and help reduce turnover intentions. Fairlie and Svergun (2019) found that favourable CSR perceptions enhance job satisfaction, organizational commitment, and work engagement, while simultaneously decreasing turnover intentions. In a more recent study, Chen et al. (2023) discovered that attributing substantive CSR efforts to the organization lowers turnover intentions, whereas symbolic CSR attributions can increase them. Additionally, Cen et al. (2022) provided direct evidence that CSR positively influences employee retention, noting that CSR-conscious employees are more likely to leave when CSR policies decline. A meta-analysis by Aggarwal and Singh (2022) confirmed that both internal and external CSR perceptions are linked to higher organizational trust, pride, commitment, and citizenship behaviors. Research indicates employees' perceptions of CSR initiate a cascade of emotional, attitudinal, and behavioural responses, resulting in increased organizational pride and embeddedness (Ng et al., 2019). Specifically, favourable CSR perceptions are associated with higher job satisfaction, greater organizational commitment, and enhanced work engagement, while concurrently decreasing turnover intentions (Fairlie & Svergun, 2019). Moreover, a cohesive CSR strategy that aligns with both internal and external perceptions of CSR is essential for fulfilling employees' psychological contracts and promoting staff retention (Virador & Chen, 2022). The relationship between CSR initiatives and diminished turnover intentions is mediated by organizational trust and affective organizational commitment (Farooq et al., 2019). Furthermore, the diverse impacts of different types of CSR actions highlight the necessity of analysing disaggregated CSR effects to understand their varying influences on employee outcomes (Farooq et al., 2019). Research demonstrates a significant connection between ethical leadership, CSR, and reduced employee turnover intentions. Specifically, ethical leadership and perceptions of CSR are uniquely

and inversely related to turnover intentions, with job satisfaction serving as a mediating factor in this relationship (Nejati et al., 2020). A systematic review further corroborates the negative indirect relationship between ethical leadership and turnover intentions, identifying mediators such as ethical climate and organizational commitment (Athanasiadou et al., 2023). Ethical leaders help minimize relationship conflict, which in turn lowers turnover intentions, particularly among employees with strong moral identities (Marquardt et al., 2022). The effectiveness of ethical leadership in fostering CSR and promoting ethical behavior is influenced by contextual elements such as organizational culture, company values, and government regulations (Saudin, 2024).

4. CSR and Employee Engagement

Recent studies underscore the profound impact of CSR initiatives on employee engagement. Bapat and Upadhyay (2021) established that employee involvement in CSR activities positively influences engagement by enhancing specific organizational parameters. Gullekson et al. (2021) demonstrated that participation in an international corporate-sponsored volunteer program significantly boosts employee engagement levels. Chaudhary (2019) further elucidated that CSR serves as a positive predictor of employee engagement, with the psychological conditions of meaningfulness, safety, and availability fully mediating this relationship. These findings collectively affirm CSR as a potent talent management strategy for fostering an engaged workforce. Moreover, Espinosa-Jaramillo et al. (2024) accentuate the essential role of Human Resource Management (HRM) practices in promoting employee engagement in CSR initiatives. They advocate for the integration of CSR considerations within recruitment, training, performance management, and reward systems to cultivate an enabling environment that motivates employees to actively engage in CSR efforts. Research indicates that perceived organizational morality through CSR activities bolsters employee pride, commitment, and job satisfaction (Gazzola & Mella, 2017; Aggarwal & Singh, 2022). Furthermore, CSR initiatives foster a sense of belonging within the organization, improving employees' perceptions of their company and leading to heightened productivity (Gazzola & Mella, 2017; Aggarwal & Singh, 2022). The relationship between CSR and employee outcomes is particularly strong in terms of psychological and emotional responses, as opposed to work behaviours (Aggarwal & Singh, 2022). Philanthropic responsibilities, even when not directly associated with employees, positively influence work attitudes and organizational commitment (Bindhu, & Niyaz, M. (2022). However, the effects of CSR on employee outcomes can differ across industries, regions, and cultures (Aggarwal & Singh, 2022). To maximize these benefits, organizations should integrate CSR initiatives with sustainable human resource management and core business processes while also considering the varying levels of employee participation (Bindhu, & Niyaz, M., 2022; Aggarwal & Singh, 2022). Tunio et al. (2021) further illustrate that CSR initiatives aimed at employee well-being and community engagement create a positive organizational culture, which fosters higher employee engagement. This increased engagement not only improves individual performance but also contributes to overall organizational success, as employees are more likely to actively participate in their roles and align with the company's values. Building on

the discussion of CSR, it is evident that CSR initiatives significantly enhance employee engagement(Saleh & Baroudi, 2022). Furthermore, participation in CSR activities positively influences employees' feelings of purpose and meaningfulness in their work, which, in turn, enhances engagement and job performance (Nazir et al., 2021). The psychological conditions of meaningfulness, safety, and availability act as complete mediators in the relationship between CSR perceptions and employee engagement (Chaudhary, 2019). These insights affirm the role of CSR as a vital talent management tool, offering organizations compelling evidence to invest in CSR initiatives that ultimately cultivate a more engaged workforce. Participation in CSR activities has been shown to improve employees' sense of purpose and meaningfulness in their work, which contributes to increased engagement and job performance (Nazir et al., 2021). Furthermore, the relationship between CSR and employee engagement is mediated by value congruence, with internal CSR practices amplifying this effect (Cao & Lee, 2023). This suggests that when employees perceive a strong alignment between their values and those of the organization, especially in internal CSR initiatives, their engagement levels are likely to rise. Research has indicated that CSR initiatives positively influence organizational identification and work engagement, serving as proxies for employee behaviour. Specifically, Zulfiqar et al. (2019) demonstrate that the relationship between CSR and organizational identification is notably stronger in collectivist cultures, which in turn fosters higher levels of work engagement among employees. Espinosa-Jaramillo et al. (2023) highlight the significant role of Human Resource Management (HRM) practices in enhancing employee engagement with CSR initiatives. The study emphasizes that effective HRM practices, such as recruitment, training, performance management, and rewards, foster organizational support and build trust, thereby encouraging employee participation in CSR. Integrating CSR into HRM strategies not only boosts employee engagement but also contributes to improved organizational performance and social impact. Kaul (2022) examines the relationship between employee engagement practices and CSR within the context of Bhilai Steel Plant. The study reveals that effective employee engagement practices significantly enhance CSR outcomes by fostering a sense of ownership and commitment among employees.

CONCLUSIONS

This research highlights the pivotal role of CSR initiatives in influencing employee engagement, turnover intentions, and job satisfaction. The study provides valuable insights into how CSR programs centred on employees can significantly impact workplace dynamics, especially in the hospitality industry.

The results show that CSR initiatives have a positive effect on employee engagement. Employees who are involved in CSR activities tend to feel more connected to their organization, as these initiatives provide a sense of purpose beyond their daily tasks. This heightened engagement translates into improved performance, motivation, and loyalty to the company.

Additionally, research indicates that turnover intentions are reduced when employees perceive their company's CSR initiatives as supportive and meaningful. Employees who feel valued and supported through CSR efforts, particularly in areas such as health, well-being, and career development, are less likely to

consider leaving the organization. This reinforces the idea that CSR programs can play a key role in retaining talent, which is especially critical in industries like hospitality, where turnover can be high.

The study also reveals that CSR initiatives contribute to increased job satisfaction. Employees who participate in or benefit from CSR programs report higher levels of job satisfaction, as they perceive their company as being committed to their well-being and professional development. However, while CSR initiatives do improve job satisfaction, the research suggests that other factors may also influence overall employee contentment, indicating that CSR is one of several components contributing to a positive work environment.

In summary, this research demonstrates that employee-centric CSR initiatives have a favourable impact on employee engagement, help reduce turnover intentions and enhance job satisfaction. These findings emphasize the importance of incorporating CSR into organizational strategies to foster a motivated, loyal, and satisfied workforce, which is crucial for long-term success, particularly in the hospitality sector.

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