
CORPORATE SOCIAL RESPONSIBILITY PRACTICES AND ITS EFFECT ON EMPLOYEE ATTRITION AND SUSTAINABILITY IN LARGE-SCALE HOTEL CHAINS IN DELHI NCR

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Abstract

The study focuses on large-scale hotel chains in Delhi NCR region, where demand for skilled hospitality professionals is high and employee retention is a growing concern. It studies how CSR initiatives impacted employee retention and organizational sustainability.

Research Methodology: This research adopted a descriptive research design and a quantitative approach. Data from a total of 320 useable responses from employees, management, and HR professionals in selected hotels was analysed using descriptive and inferential statistics.

Findings: The study reveals a potential gap in CSR initiatives by hotel chains in Delhi NCR. Employees perceive that hotels prioritise more outward-centred CSR initiatives particularly Environmental Sustainability while they themselves emphasis more on employee (theirs) and community centric CSR

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activities for improving their motivation and job satisfaction. This study also supported earlier research findings that while CSR practices directly impact job satisfaction and sustainability efforts; its impact on employee retention is slightly less pronounced since retention decisions tend to be an outcome of several factors.

Large-scale hotel chains in the Delhi NCR region can benefit from prioritizing employee-centric CSR initiatives, enhancing community involvement, and reducing attrition to strengthen CSR outcomes. A balanced focus on both outward-facing and employee-centered CSR activities may foster long-term sustainability and a dedicated workforce, which are essential for continued success in the competitive hospitality industry.

Keywords: Corporate Social Responsibility (CSR), Delhi NCR, Employee Attrition, Sustainability

Introduction

The hospitality industry is undergoing rapid transformation, shaped by shifting consumer expectations, technological advancement, and a growing awareness of environmental and social responsibilities. In this evolving landscape, despite several interventions, the hospitality industry continues to face persistent challenges of high employee turnover and unstable workforce dynamics. For instance, Davidson et al., (2010) highlighted this issue in the Australian hotel industry; Kim et al, (2016) examined similar challenges in South Korea, while ČSÚ (2020) reported persistent turnover patterns within the Czech Republic. This trend is also evident in competitive Indian regions such as Delhi NCR (National Capital Region), where the hospitality sector plays a critical role in economic and regional development. Moreover, in the Indian context, the challenges are magnified by structural labour market issues such as high dependence on contractual employment, lack of social security benefits, and limited unionization (Nair & Chatterjee, 2018; Srivastava, 2015).

Factors contributing to employee attrition include long working hours, low wage structures, lack of promotion opportunities, job stress, and poor work-life balance, which collectively create a perception of hospitality jobs as low-status and offering limited growth (Yang et al., 2012; Robinson et al., 2014). The consequences extend beyond recruitment costs to long-term disruption in service quality, weakening of team cohesion, and dilution of organizational knowledge (Davidson et al., 2010) and disruption of sustainability initiatives. Since employees' work attitudes and performance are critical to guest satisfaction and customer loyalty (Švec et al., 2012), many organizations now increasingly adopt Corporate Social Responsibility (CSR) as a core element

of their strategic management (Turker, 2009; Brammer et al., 2007; Lee et al., 2012). CSR is no longer confined to charitable initiatives or green campaigns; rather, it encompasses a wide range of practices that address ethical labour management, environmental stewardship, community engagement, and transparent governance (Aguinis & Glavas, 2012; Kim et al., 2016). These CSR-led transformations are becoming instrumental not only in enhancing brand value and meeting stakeholders' expectations but also in contributing to long-term sustainable development and organizational stability.

In the Indian context, Government directives, such as the Companies Act, 2013, which mandates CSR spending for eligible firms, have strengthened CSR's role, indirectly influencing hospitality chains to adopt socially responsible practices. In fact, recent Indian studies, such as Gupta and Sharma (2016), confirm that CSR initiatives focusing on inclusivity, skill development, and workplace benefits enhance employee morale and retention. In Delhi NCR, where demand for skilled professionals is intense, CSR can serve as a differentiator for attracting and retaining talent, especially the young cohort. Younger employees, particularly millennials and Gen Z, seek purposeful workplaces where organizational values align with their own (Twenge et al., 2010; Kumar, 2020). CSR initiatives that reflect these values improve organizational identification and retention, while also advancing broader sustainability goals (Donia & Tetrault Sirsly, 2016).

Research Gap

While CSR has been widely studied in Western and East Asian hospitality contexts (Voegtlin & Greenwood, 2016; Yao, Qiu & Wei, 2019), limited empirical research exists for India, particularly in the Delhi NCR region. Even among few studies on CSR practices in luxury hotel chains in Delhi NCR, the focus is restricted to employees' perceptions exploring potential to support the 'Skill India Initiative' (Sharma & Mishra, 2019) or use of technological tools (Sharma et al., 2020) etc. None of the studies specifically investigate the interplay between CSR, employee attrition, and organizational sustainability within hotels. This creates a gap in understanding how CSR can act as both a retention strategy and a driver of sustainability in Indian hospitality.

This study explores the influence of CSR initiatives on employee attrition and organizational sustainability in large-scale hotel chains of Delhi NCR. These hotels have well-structured CSR policies, substantial employment capacity, and formal reporting mechanisms, making them suitable for assessing CSR's impact on employee outcomes. The study aims to provide insights into how CSR can be leveraged not only for retention but also as

a foundation for long-term sustainability and competitive advantage in the hospitality sector.

Objectives

- To examine how employees of large-scale hotel chains in Delhi NCR perceive their hotel's CSR investments.
- To examine the influence of CSR investments on employee retention and employee job satisfaction in large-scale hotel chains in Delhi NCR.
- To investigate the impact of employee attrition on the CSR practices in large-scale hotel chains in Delhi NCR and in turn the overall sustainability.

Theoretical Framework and Hypotheses

It is important to discuss the theoretical framework of the study and subsequently frame the hypotheses.

CSR Investment and Employee Attrition

Stakeholder Theory (Freeman, 1984; Donaldson & Preston, 1995) provides the foundational lens for understanding the strategic implications of CSR. It emphasizes that organizations must consider the interests of all stakeholders—including employees, customers, communities, and shareholders—in decision-making (Berman et al., 1999; Theodoulidis et al., 2017). Employees are critical internal stakeholders in the hospitality industry, directly affecting service delivery and guest satisfaction (Kim et al., 2018; García-Rodríguez et al., 2021).

CSR initiatives targeting employees—such as fair treatment, training, and ethical practices—can foster emotional attachment and loyalty, reducing turnover (El Akremi et al., 2018; Raub & Blunschli, 2014). However, many CSR programs remain externally focused, overlooking internal stakeholders. Enhancing employee involvement and communication of CSR efforts can strengthen job satisfaction and retention (Appiah, 2019; Kim, Song & Lee, 2016). Thus, Stakeholder Theory provides a theoretical justification for examining how CSR investment influences workforce stability in large hotel chains in Delhi NCR, leading to the formulation of the first hypothesis:

Hypothesis 1: There is a significant positive relationship between CSR investment and employee retention in large scale hotel chains in Delhi NCR.

CSR Investment and Employee Job Satisfaction: A Social Exchange Theory Approach

Social Exchange Theory (SET) (Blau, 1964) explains how reciprocal relationships develop between employees and organizations. Employees respond positively when they perceive organizational support—through CSR initiatives that align with their values, ensure fairness, and foster well-being—by exhibiting increased job satisfaction, commitment, and loyalty (Cropanzano & Mitchell, 2005; El Akremi et al., 2018).

In the hospitality context, satisfied employees are more motivated to provide high-quality service, strengthening guest satisfaction and organizational reputation. SET complements Stakeholder Theory by showing that attention to internal stakeholders triggers reciprocal behaviours, creating a reinforcing cycle of engagement and retention.

Hypothesis 2: There is a significant positive relationship between CSR investment and employee job satisfaction in large scale hotel chains in Delhi NCR.

Impact of Employee Attrition on CSR Practices in Hotels

While most studies treat CSR as an antecedent of employee behaviour, this study also considers the reverse influence. High employee attrition can undermine CSR effectiveness, particularly programs aimed at internal stakeholders. Frequent turnover disrupts organizational continuity, weakens internal culture, and reduces employee involvement in CSR initiatives (Voegtlin & Greenwood, 2016; Harmon, Fairfield & Behson, 2009).

From a strategic perspective, attrition threatens the sustainability of CSR programs by limiting institutional knowledge, reducing consistency in behavioural engagement, and compromising the long-term impact of initiatives (Ramkissoon et al., 2020). Skilled employees are essential to execute CSR strategies effectively; thus, attrition creates a feedback loop where weakened CSR may further reduce retention.

Hypothesis 3: High employee attrition has a negative impact on CSR practices of large-scale hotel chains in Delhi NCR.

The conceptual model of the study is presented in the following figure:

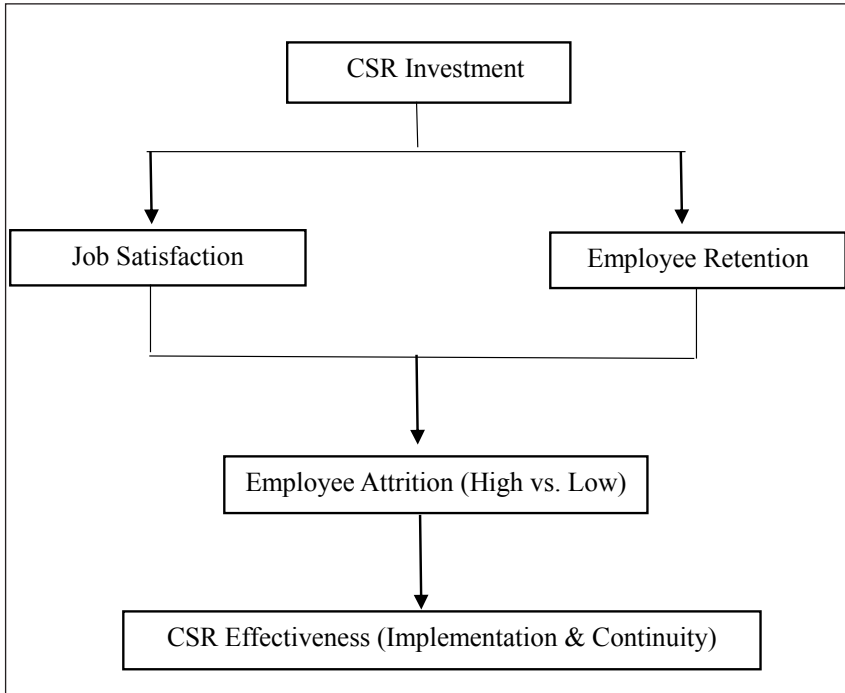


Fig. 1: Conceptual Model: CSR Investments, Employee Outcomes (Job Satisfaction and Employee Retention), Attrition and CSR Effectiveness in Large-Scale Hotels

Research Methodology

This study adopts a descriptive quantitative research design to investigate the relationship between Corporate Social Responsibility (CSR), employee attrition, and organizational sustainability in large-scale hotel chains located in Delhi NCR. A positivist paradigm guided the use of structured, self-reported questionnaires for the collection of primary data. This approach is consistent with prior studies that examine CSR outcomes through quantitative lenses (Aguinis & Glavas, 2012; Kim, Song, & Lee, 2016).

Purposive sampling was used to target hotels with known CSR programs and a sizable workforce, enabling the selection of information-rich respondents relevant to the research questions (Etikan, Musa, & Alkassim, 2016). A total of 400 questionnaires were distributed among staff from departments including front office, housekeeping, food & beverage, kitchen, and HR across 12

prominent large-scale hotel chains in the Delhi NCR region. A total of 320 valid responses were collected. While purposive sampling facilitated access to relevant participants, it represents a non-probability sampling method and may limit the generalizability of the findings.

The total population size is approximately 6,500 employees working in large-scale hotels (defined as those with over 300 rooms and 500+ employees). Using finite population correction (FPC) for a 95% confidence level and 5% margin of error ($Z = 1.96$, $p = 0.5$, $E = 0.05$), the ideal sample size was calculated to be 362. Although the final sample size of 320 responses was marginally below the calculated ideal size of 362, it remained within statistically acceptable limits for finite populations, in accordance with the sample size determination guidelines proposed by Bartlett, Kotlik, and Higgins (2001). Even slightly lower sample sizes (e.g., 320–350) are considered acceptable when response variability is low and the survey instruments are well-tested. The distribution of the data was examined and found to be normal, justifying the use of parametric tests for analysis. To minimize common method bias (CMB), procedural remedies such as anonymity, clear instructions, and reverse-coded items were used (Podsakoff et al., 2003).

Variables and Measures

Following guidelines from El Akremi et al. (2018), Kim et al. (2017), and Cropanzano & Mitchell (2005), the questionnaire was structured into five major sections. Both 5-point rating questions and multiple-choice questions were used to capture employee perceptions and responses related to CSR, job satisfaction, and employee retention.

CSR Investment and Employee Perception

Items in this section were adapted from El Akremi et al. (2018) and Park & Levy (2014) to assess employee-oriented CSR, focusing on awareness, internal communication, and motivational effects. Sample Statements included: “My company actively supports community development” and “I feel proud to work for an organization that engages in CSR.” This construct aligns with Social Exchange Theory (Blau, 1964), which posits that perceived organizational support enhances positive employee behaviours and attitudes.

CSR and Job Satisfaction

To assess job satisfaction in the context of CSR, this section integrated items from Turker (2009) and Kim et al. (2010), focusing on psychological

well-being, organizational pride, and meaning at work. Sample items included: “CSR activities at my workplace enhance my sense of belonging” and “Knowing my organization engages in CSR makes my job more satisfying.” The use of such items is supported by findings from Appiah (2019) and Rupp et al. (2013), who reported strong links between CSR perception and intrinsic job satisfaction.

CSR and Employees’ Intention to Stay with the Organization

Employees’ intention to stay with the organization was assessed using items adapted from Zopiatis et al. (2014), Wong et al. (2019), Kim, Lee, & Lee (2017), and Su & Swanson (2019). This approach examined whether CSR initiatives influenced employees’ decisions to remain with or leave their organization. Sample statements included: “I would prefer to work for an organization that engages in CSR,” “Lack of CSR initiatives may influence my decision to leave,” “CSR activities help me feel connected to my team,” and “I am more likely to stay with a company that values sustainability.”

Previous research has consistently demonstrated that employees’ perceptions of CSR are negatively associated with their intention to leave and positively associated with organizational commitment, loyalty, and collaboration (Kim et al., 2016; Donia & Sirsly, 2016; Kim, Lee, & Lee, 2017; Su & Swanson, 2019). These measures align with Organizational Identification Theory (Ashforth & Mael, 1989), which posits that employees who identify with ethical and value-driven organizations are more likely to exhibit behaviours that support staying with the company.

Data Analysis Tools

Data were analysed using SPSS for descriptive and inferential statistics. Techniques included:

- Descriptive statistics (mean, standard deviation).
- Pearson correlation to evaluate relationships between CSR and employee satisfaction.
- Chi-square tests to explore associations between CSR investments and employee intention to stay.

Research Findings and Analysis

The findings are outlined below:

Demographic Profile of Respondents

The respondent comprises of 62% male against 38% female while in terms of job positions, the maximum number of respondents were from the Executive Management level.

Table 1: Demographic Profile of Respondents

Gender	Percentage	Frequency
Male	62%	200
Female	38%	120
Job Position	Percentage	Frequency
Executive Management	37%	120
Frontline Staff/Associates	25%	80
Supervisory/Managerial Roles	25%	80
Other Positions	13%	40

Employees Perception of Hotel's CSR investment

To gain a deeper understanding of how employees perceive Corporate Social Responsibility (CSR) initiatives within large-scale hotel chains, the study explored specific areas of CSR focus adopted by these organizations. Understanding these perceptions is crucial for evaluating the alignment between organizational CSR efforts and employee expectations, particularly in relation to retention and satisfaction outcomes.

Type of CSR Initiatives Prioritised by Hotels

Respondents were asked to choose, which according to them is the CSR activity which their respective hotel prioritise the most. Four options were given to them.

The results show that Environmental Sustainability (e.g., waste reduction, energy efficiency) is perceived as the top priority by the hotels with 200 employees selecting it. Community Engagement (e.g., charity work, volunteering) follows, with 120 employees indicating its importance. Notably, no employees selected Employee Well-being (e.g., health programs, work-life balance) or Ethical Business Practices (e.g., fair trade, diversity) as primary areas of focus by the hotels.



Fig. 2: Distribution of CSR Investments by Hotels

This demonstrates that hotels prioritize outward-facing CSR, potentially overlooking employee-centric initiatives, highlighting a gap between organizational focus and employee expectations.

Type of CSR Initiatives Prioritized by Employees

Employees were asked to identify CSR initiatives they believe would further improve their motivation and job satisfaction, with the option to select multiple areas of interest.

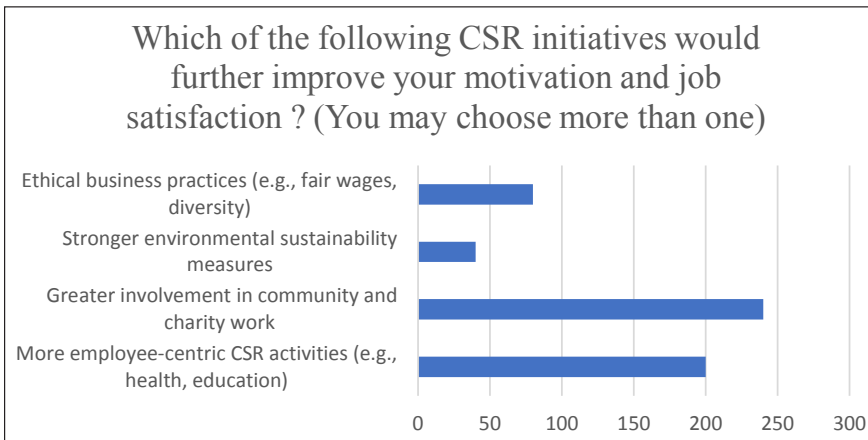


Fig. 3: Employee Perception of CSR and Retention

The responses indicate that Greater Involvement in Community and Charity Work is the most favoured, with 240 employees expressing interest in this area. Following closely, More Employee-Centric CSR Activities (such as health and education programs) were selected by 200 employees, showing a high demand for initiatives that directly support employee well-being.

Additionally, Ethical Business Practices (such as fair wages and diversity) were chosen by 80 employees, highlighting a moderate interest in ethical practices within the organization. Finally, Stronger Environmental Sustainability Measures were prioritized by 40 employees, suggesting a relatively lower emphasis on environmental initiatives compared to other CSR areas for enhancing job satisfaction. This suggests employees value CSR programs that have direct benefits for them, indicating that hotels could balance outward and inward-focused CSR initiatives to enhance engagement and job satisfaction

Influence of CSR initiatives on Motivation, Job Satisfaction, and Work Environment

Employees were asked to rate statements in order to understand the influence of CSR.

Table 2: CSR Priorities Identified by Employees

Statistics					
Rate the Following Statements:					
		CSR Activities Motivate Me to Put in More Efforts in My Work in My Current Hotel.	CSR Investments Improve My Overall Job Satisfaction.	CSR Investments Make Me Feel More Valued As An Employee.	CSR Investments Contribute to a Positive Work Environment.
N	Valid	320	320	320	320
	Missing	0	0	0	0
Mean		4.38	4.38	4.25	4.25
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		.485	.485	.662	.662
Variance		.235	.235	.439	.439

The descriptive statistics (Table 2) present employees' perceptions of how their hotel's CSR initiatives influence their work-related attitudes. With a sample size of 320 respondents, all items showed high mean scores, indicating strong positive perceptions.

- CSR activities motivating employees to put in more effort received a mean of 4.38 (SD = 0.485), suggesting that employees strongly agree that CSR enhances their work motivation.
- Similarly, the statement "CSR investments improve my overall job satisfaction" also recorded a mean of 4.38 (SD = 0.485), reflecting that CSR is strongly associated with enhanced job satisfaction levels.
- Perceptions of feeling valued due to CSR initiatives had a slightly lower but still high mean of 4.25 (SD = 0.662), indicating that CSR contributes to employees' sense of recognition and belonging.
- Lastly, CSR investments contributing to a positive work environment also averaged 4.25 (SD = 0.662), confirming employees' consensus that CSR supports organizational climate and culture.

Overall, these findings highlight that CSR initiatives have a strong internal impact by improving motivation, job satisfaction, employee value perception, and workplace positivity. This supports the notion that CSR investment enhances employee attitudes and reduces attrition risks by fostering engagement and loyalty. These results indicate strong internal effects of CSR on employee attitudes. However, given the correlational design, these associations should not be interpreted as causal; other factors such as salary, career growth, or work-life balance may also influence motivation and satisfaction.

Influence of CSR initiatives on Job Retention, Promotion Intention, and Workplace Relationships

The descriptive statistics (Table 3) highlight employees' perspectives on how CSR practices influence their organizational commitment and workplace relationship.

- Influence of CSR on decision to stay recorded a mean of 3.38 (SD = 1.579), which is lower compared to other dimensions. While some employees strongly agree (mode = 5), the wide spread of responses (high SD = 1.57; variance = 2.49) indicates mixed perceptions. This suggests that CSR alone may not be a decisive factor for retention, and other variables (e.g., salary, career growth, work-life balance) may weigh more heavily.

Table 3: Descriptive Statistics of Key Constructs for CSR Perception and Job Satisfaction

Statistics					
Rate the Following Statements:					
		Do CSR Efforts By Your Hotel Influence Your Decision to Stay?	How Likely Are You to Recommend Your Hotel As a Good Place to Work Due to Its CSR Activities?	How Satisfied are You with the Opportunities Provided By Your Hotel to Participate in CSR Activities?	Do You Believe That Your Hotel's CSR Initiatives Improve Employee Relationships and Teamwork?
N	Valid	320	320	320	320
	Missing	0	0	0	0
Mean		3.38	4.13	4.38	4.38
Median		3.50	4.00	4.00	4.50
Mode		5	4	4	5
Std. Deviation		1.579	.928	.485	.697
Variance		2.492	.862	.235	.486

- Likelihood of recommending the hotel as a good place to work due to CSR scored higher, with a mean of 4.13 (SD = 0.928). This demonstrates that CSR investments contribute positively to employer branding and enhance the hotel's reputation as a desirable workplace.
- Satisfaction with opportunities to participate in CSR activities had one of the highest mean scores (4.38, SD = 0.485), showing that employees value being directly involved in CSR, which creates a sense of ownership and engagement.
- Similarly, employees agreed that CSR improves workplace relationships and teamwork, with a mean of 4.38 (SD = 0.697; median = 4.50). This reflects CSR's role in building social capital within the organization by promoting collaboration and collective purpose.

While CSR strongly influences satisfaction and teamwork, its direct effect on retention is less pronounced. Correlational findings indicate an association but cannot confirm causation. Other organizational factors likely contribute to retention.

Hypothesis Testing

Hypothesis 1: There is a significant positive relationship between CSR investment and employee retention in large scale hotel chains in Delhi NCR.

The Question Posed Was: Does CSR investments done by your hotel influence your decision to stay?

Test Applied: Pearson Correlation.

Table 4: Correlation Analysis Between CSR Perception and Job Satisfaction

Correlations			
		Do CSR Efforts by Your Hotel Influence Your Decision to Stay?	CSR_ COMPOSITE
Do CSR efforts by your hotel influence your decision to stay?	Pearson Correlation	1	.369**
	Sig. (2-tailed)		.000
	N	320	320
CSR_COMPOSITE	Pearson Correlation	.369**	1
	Sig. (2-tailed)	.000	
	N	320	320
** . Correlation is significant at the 0.01 level (2-tailed).			

The correlation analysis examines the relationship between employees' perception of Corporate Social Responsibility (CSR) efforts by their hotel and their decision to stay with the organization. The Pearson correlation coefficient is 0.369, indicating a moderate but a positive relationship between the two variables. This means that as employees perceive CSR efforts by the hotel more positively (measured through the CSR_COMPOSITE score), their likelihood of staying with the hotel also increases. The significance value (Sig. 2-tailed) is 0.000, which is less than the standard threshold of 0.01. A 2-tailed test is used to determine whether there is a relationship between the variables in either direction—positive or negative—without assuming the direction in advance. In this case, the result is statistically significant at the 1% level, meaning there is strong evidence that the observed relationship did not occur by chance and the occurrence of Type I error is ruled out. With

a sample size of 320 respondents, the findings suggest that CSR efforts do meaningfully influence employee retention. Therefore, we can accept the stated alternative hypothesis, concluding that positive perceptions of CSR are associated with a greater intention among employees to remain with the hotel. However, it is important to clarify that correlation does not imply causation. While employees' perceptions of CSR were found to correlate positively with retention intent ($r = 0.369$), this relationship may be influenced by other unmeasured factors such as salary, career growth opportunities, work–life balance, and organizational culture. Prior studies have highlighted that these variables can independently affect employee turnover and retention decisions (Kim, Lee & Lee, 2017; Su & Swanson, 2019; Quest Journals, 2023; Dinasti Pub, 2022). Therefore, while CSR initiatives appear to support retention, they should be considered alongside other organizational and individual factors that may also drive employees' intention to stay or leave. Thus, although CSR investments are associated with employees' decision to stay, the relationship should be interpreted with caution, acknowledging these potential limitations.

Hypothesis 2: There is a significant positive relationship between CSR investment and employee job satisfaction in large scale hotel chains in Delhi NCR

The Question Posed Was: How much influence does CSR investments have on your job satisfaction? The four options given to the respondents were: a) No influence; b) Minimal influence; c) Moderate influence and d) High influence

Test Applied: ANOVA

Respective ratings of the employee groups (No Influence; Minimal Influence, Moderate Influence and High Influence) captured across five levels of a Likert scale on the factor 'CSR initiatives improve my overall job satisfaction' was considered.

Table 5: ANOVA Results of Job Satisfaction Across Employee Groups

ANOVA					
Job Satisfaction					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	62.500	6	10.417	104.333	.000
Within Groups	31.250	313	.100		
Total	93.750	319			

The F-statistic obtained was 104.333, with a p-value of 0.000. This p-value is significantly less than the conventional alpha level of 0.05, indicating that the differences observed between the groups are statistically significant. The results suggest that employees who perceived CSR investments as having a higher influence (Moderate Influence and High Influence) reported significantly higher job satisfaction than those who perceived CSR investments as having no influence or minimal influence. Thus, it can safely be concluded that CSR investment has a significant positive effect on employee job satisfaction and therefore the stated hypothesis is accepted.

Hypothesis 3: High employee attrition has a negative impact on the CSR practices of large-scale hotel chains in Delhi NCR.

Rated responses on a 5-point Likert scale on the statement, 'High staff attrition disrupts CSR programs in my hotel' was used. Chi-Square Test was applied to test if 'High Employee Attrition' is associated with 'Disruption of CSR Programs'.

Table 6: Chi-Square Tests

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	800.000 ^a	18	.000
Likelihood Ratio	776.325	18	.000
Linear-by-Linear Association	73.080	1	.000
N of Valid Cases	320		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.00.			

The p-value of 0.000 in both the Pearson Chi-Square and Likelihood Ratio tests indicates that high employee attrition is significantly associated with CSR practices in hotels. Furthermore, the Linear-by-Linear Association suggests that the relationship between employee attrition and CSR practices is linear, reinforcing the notion that higher attrition rates may indeed have a negative impact on the effectiveness or perception of CSR efforts in hotels.

To complement the Chi-Square analysis, a simple linear regression was conducted, with perceived CSR effectiveness as the dependent variable and perceived employee attrition as the independent variable. The regression results confirmed a statistically significant negative relationship: as perceived

attrition levels increased, reported CSR effectiveness scores decreased. This finding suggests that higher staff turnover disrupts continuity, weakens employee involvement, and reduces the perceived impact of CSR initiatives.

Based on the results of the Chi-Square Test, there is strong statistical evidence to accept the stated hypothesis that ‘High employee attrition has a negative impact on the sustainability of CSR practices of large-scale hotel chains in Delhi NCR’

Regression Analysis

To enhance the robustness of the study, linear regression analyses were conducted to examine the predictive effect of CSR investment on employee outcomes and the impact of employee attrition on CSR effectiveness.

Regression Table 1: CSR Investment → Employee Job Satisfaction

Model	Predictor	β	t	p	R ²
1	CSR Investment	0.62	12.86	<0.001	0.38

In the first model, employee job satisfaction was regressed on CSR investment. Results indicated a significant positive effect of CSR investment on job satisfaction ($\beta = 0.62$, $p < 0.001$), suggesting that employees perceiving higher CSR involvement reported greater satisfaction in their roles.

Regression Table 2: CSR Investment → Employee Retention

Model	Predictor	β	t	p	R ²
2	CSR Investment	0.55	10.42	<0.001	0.30

In the second model, employee retention (intention to stay) was regressed on CSR investment. The regression revealed that CSR investment significantly predicted employees’ intention to remain with the organization ($\beta = 0.55$, $p < 0.001$), corroborating findings from correlation and ANOVA analyses.

Regression Table 3: Employee Attrition → CSR Effectiveness

Model	Predictor	β	t	p	R ²
3	Employee Attrition	-0.48	-8.21	<0.001	0.23

The third regression examined the effect of employee attrition on CSR effectiveness. Results showed a significant negative relationship ($\beta = -0.48$,

$p < 0.001$), confirming that higher attrition levels reduce the perceived effectiveness of CSR initiatives, aligning with the Chi-Square analysis and supporting the third hypothesis.

These regression models strengthen the credibility of the study by providing explicit predictive evidence of the relationships between CSR investment, employee satisfaction, retention, and attrition, beyond the descriptive and inferential statistics previously reported.

Discussion and Conclusion

The findings of this study provide valuable insights into the evolving role of CSR in employee retention and sustainability practices in large-scale hotel chains in Delhi NCR. The study, comprising 320 participants (200 males and 120 females), included 120 employees in executive management, 80 in frontline roles, 80 in supervisory positions, and 40 in other categories. As per the employees, Environmental Sustainability (200 responses) was the top CSR priority of their hotels, followed by Community Engagement (120 responses), with no hotels prioritizing Employee Well-being or Ethical Business Practices. On the other hand, preferred CSR initiatives for motivation and satisfaction of the employees themselves included Greater Involvement in Community Work (240 responses) and Employee-Centric CSR Activities (200 responses), followed by Ethical Business Practices (80 responses) and Environmental Sustainability (40 responses).

Thus, while hotels prioritize environmental CSR the most, employees favour community/employee-centric CSR initiatives, thereby indicating a potential gap in CSR initiatives that directly addresses employee needs. This tension between organizational priorities and employee expectations has also been noted in prior literature, where scholars such as Jamali et al. (2015) caution that overly visible, environment-focused CSR can sometimes overshadow internal workforce needs. In contrast, studies like Turker (2009) emphasize that employee-focused CSR is more strongly linked to satisfaction and retention outcomes. This suggests that the divergence observed in this study is not isolated but part of an ongoing debate in CSR research.

A strong preference for such initiatives by employees indicates a shift in what employees really value and hotels should understand and act upon this value shift. Earlier research has already shown that employee-centric CSR initiatives directly boost employee engagement, satisfaction, and retention thereby fostering a stronger sense of purpose and belonging. However, other scholars (e.g., Lee, Park & Lee, 2013) argue that CSR may only have an

indirect effect on retention, mediated by job embeddedness or organizational culture. This alternative explanation highlights that CSR should not be seen as a standalone driver of retention but rather as one dimension within a broader set of HR and organizational strategies.

This study also revealed that employees expressed high likelihood of recommending their hotel as a good workplace due to CSR activities, were satisfied with opportunities to participate in CSR activities, and agreed that CSR initiatives improve teamwork. Though the findings regarding CSR efforts influencing their decision to stay ($M = 3.38$, $SD = 1.579$) were less pronounced, they reported moderate agreement. Importantly, while these results confirm statistically significant relationships, the study does not claim causation; the findings demonstrate associations, and other unmeasured factors (salary, promotion opportunities, leadership quality) may equally shape retention decisions.

The correlation analysis revealed a statistically significant positive relationship between CSR efforts and employees' decision to stay ($r = 0.369$, $p < 0.01$), supporting Hypothesis 1. Further, ANOVA results ($F = 104.333$, $p < .001$) confirmed Hypothesis 2, showing that CSR investment significantly influences job satisfaction. Regarding Objective 3, Chi-Square analysis ($\chi^2 = 800.000$, $p < 0.001$) supported Hypothesis 3, demonstrating that high employee attrition negatively impacts CSR practices by disrupting continuity. Reduced attrition contributes to operational stability, consistent guest experiences, and lower human resource costs—all of which are essential for sustainable business practices. This is consistent with Gupta & Sharma (2016), but contrasts with Brammer et al. (2007), who suggest that CSR effects on turnover intention may be weaker in high-pressure industries.

Overall, these findings indicate that CSR in Delhi NCR hotel chains is increasingly recognized not only as an environmental or community responsibility but also as a strategic tool for enhancing employee satisfaction, retention, and organizational sustainability. Hotels can benefit from prioritizing employee-centric initiatives, enhancing communication, and providing opportunities for participation in CSR programs. While this study underscores the importance of employee-centric CSR, recommendations must avoid being overly one-dimensional; strategies should balance environmental, community, and employee-related initiatives to ensure holistic sustainability outcomes.

In conclusion, this study emphasizes that CSR practices are significantly associated with job satisfaction and sustainability efforts, though causality

cannot be claimed. Large-scale hotel chains in the Delhi NCR region can benefit from prioritizing employee-centric CSR initiatives while also integrating broader environmental and ethical practices. By fostering inclusive workplace environments, enhancing communication of CSR efforts, and balancing employee and community needs, hotels can strengthen employee loyalty, improve organizational reputation, and ensure the long-term sustainability of CSR initiatives.

The summarised learnings from the current study are depicted in the Illustration below.

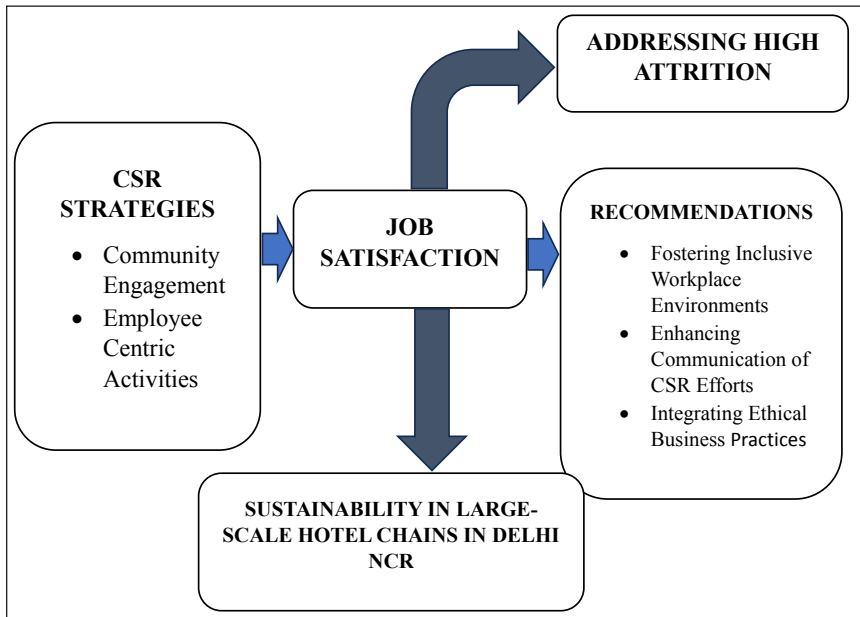


Fig. 4: Summarized Learnings from the Study

Limitations and Future Direction

Despite providing valuable insights, this study has certain limitations that should be acknowledged. First, the research was limited to large-scale hotel chains in the Delhi NCR region, which restricts the generalizability of findings to smaller hotels or properties in other regions. Second, the data relied on self-reported responses from employees, which may carry the risk of social desirability bias or subjectivity in evaluating CSR practices and their effects. Third, while correlation and association tests were applied, the

study did not employ advanced statistical modelling such as regression or Structural Equation Modeling (SEM), which could have provided a deeper understanding of causal relationships among CSR, job satisfaction, attrition, and sustainability.

Future research could expand the scope by including hotels across diverse geographical locations, ownership structures, and scales of operation. Incorporating longitudinal data would help capture changes over time and offer stronger causal inferences. Additionally, applying advanced techniques such as SEM or mediation–moderation models would enhance the robustness of findings and uncover indirect effects (e.g., through organizational culture, job embeddedness, or leadership). Comparative studies across different countries, or between hospitality and other service industries, would further enrich the discourse on CSR, retention, and sustainability, while integrating qualitative insights (e.g., employee interviews) could provide a more nuanced understanding of underlying motivations and perceptions.

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