Effect of employees' CSR perceptions on affective commitment: exploring multiple mediation mechanisms

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Received 18 August 2022
Revised 28 September 2022
Accepted 28 December 2022

Abstract

Purpose – This study aims to empirically examine how corporate social responsibility (CSR) facilitates the employee's affective commitment in the hospitality sector.
Design/methodology/approach – A total of 408 questionnaires were distributed among the employees of the selected 13 hotels in Delhi-National capital region (NCR). Structural equation modeling (SEM) was employed to test the proposed hypotheses.
Findings – The study results confirm that CSR has a positive influence on the employees' affective commitment. Further, this study demonstrates that CSR facilitates work meaningfulness and trust among employees and consequently enhances employees' commitment.
Originality/value – This study enhances the understanding of the CSR-affective commitment link in the hospitality sector. This will add a new perspective to the literature, especially in the context of micro-foundation factors of "work meaningfulness" and "organizational trust."

Keywords Corporate social responsibility, Organizational commitment, Meaningfulness, Trust, Workplace
Paper type Research paper

Introduction

Work undoubtedly occupies an essential part of human life in the modern world. It shapes the attitudes of employees besides fulfilling the quest for life meaning. Modern workplaces have a significant influence on employees' emotional and psychological well-being. With the emergence of globalization and privatization, workers are experiencing myriad of changes in the nature of jobs and workplace relationships. The workplace relationships are being reduced to transactional contracts otherwise characterized by compassion and empathy (Nazir and Islam, 2020a, b). These places have become stressful and suffocating, leading to poor work culture (Pate *et al.*, 2000).

New millennials seek job opportunities with greater self-expression and self-meaning (Holbeche and Springett, 2004). A survey conducted by Bibby (2001) on 10,000 youngsters found that exciting jobs, work accomplishment and job meaning are crucial work characteristics defining a good job beyond pay and job security. Kahn and Heaphy (2013) observed that employees prefer to work in those organizations which are compatible with the self-meaning of the employees and strengthen an individual's self-worth and esteem.

The authors know of no conflict of interest associated with this publication, and there has been no significant financial support for this work that could have influenced its outcome. As the Corresponding Author, I confirm that the manuscript has been read and approved for submission by all the named authors.

Journal of Economic and Administrative Sciences
Vol. 41 No. 2, 2025
pp. 735-750

2054-6238
DOI 10.1108/JEAS-08-2022-0191

A meta-analytic study on work-design theory states that "the ultimate goal of human beings is to pursue meaning in work and non-work lives" (Humphrey *et al.*, 2007, p. 1346). The conclusion is not surprising given that workplace has the potential to imprison employees to the darkest depths of incivility and sadness (Kalargyrou *et al.*, 2020; Sigala, 2020). Therefore, in the era of materialism, the scholars of organizational behavior (OB) emphasize that doing something meaningful is fundamentally important for employees' work attachment even if there is marginal pay-cut (Achor *et al.*, 2018).

The growing importance of underlying mechanisms of work has led OB researchers to seek psychological interventions that positively influence the employee's work behavior (Bauman and Skitka, 2012; Nazir and Islam, 2020a). The extant literature regards corporate social responsibility (CSR) as an important corporate strategy that offers positive workplace intervention (Glavas and Kelley, 2014; Nazir and Islam, 2020a, b). Empirical studies suggest that the employees show greater organizational commitment, trust and work meaningfulness in socially responsible organizations (Brammer *et al.*, 2007; Glavas and Kelley, 2014; Meynhardt *et al.*, 2020). The employees feel that working in socially responsible firms has intrinsic rewards that reflect employees' commitment toward organizations. The empirical study by Bouraoui *et al.* (2018) found that CSR positively impacts the employees' affective commitment. Similarly, Stites and Michael (2011) reported a positive relationship between CSR and organizational commitment. The study suggests that CSR creates a good reputation and drives employees' commitment to their workplaces.

Several studies have noted that employees' responses to CSR are driven by other contingency factors that needs to be explored (De Roeck and Delobbe, 2012; De Roeck and Maon, 2018). It would draw better understanding into the role of individual preferences and sensibilities in strengthening the influence of CSR on organizational commitment. Previous studies have mainly focused on organizational trust, corporate culture, job satisfaction, employees' engagement and perceived organizational support as intervening mechanisms in CSR–affective commitment link (Farooq *et al.*, 2014; Wong and Gao, 2014; Rahman *et al.*, 2016; Gupta, 2017; Bouraoui *et al.*, 2019). Few variables, such as "work meaningfulness" and "organizational trust," have been sparsely explored in the context of employee commitment, which otherwise are important workplace interventions (George *et al.*, 2020; Chaudhary, 2019).

CSR as workplace intervention in developing countries has remained underexplored (Kang *et al.*, 2020; Nazir and Islam, 2020a, b). The work is more relevant in the context of the hospitality sector, where employees' well-being is important to organizational successes. Satisfied workplaces create service, which is the hallmark of service sectors, like the hospitality sector. In this context, this study problematizes CSR intervention at workplaces in a post-mandatory period in the Indian context. Specifically, the study will enlarge the debate at the micro-level by examining how CSR is important for employee commitment in hospitality sector. Further, the study frames "work meaningfulness" and "organizational trust" as two important mediating variables to understand their relevance in employee affective commitment toward the organization. Despite their academic and practical relevance, these two mediating constructs (work meaningfulness and organizational trust) have been understudied in hospitality sector (Simpson *et al.*, 2020; Han *et al.*, 2020; Afsar *et al.*, 2020a, b).

This study makes an important contribution to the extant literature of CSR as a workplace intervention. First, our work will contribute significantly by empirically testing the CSR and organizational commitment in the hospitality sector. Exploring the relationship of CSR with affective commitment is important, given its potential to drive desirable workplace outcomes such as retention, commitment and creativity. Second, the present study responds to Glavas's (2016) call by introducing a multiple mediators in the form of work meaningfulness and organizational trust. This study advances the existing line of inquiry by delving into

psychological mechanism underlying the relationship by proposing meaningfulness and trust as possible mediators of CSR–affective commitment relationship. Third, this study improves the understanding of micro-CSR perspective in service sector by specifically focusing on hospitality sector in the emerging economy context. It also exemplifies a valuable contribution to literature, given that hospitality sector has been sparsely explored from the perspective of employees' commitment.

The following section presents the review of extant literature followed by research methodology. Section four presents the data analysis and research contribution and implications are subsequently discussed.

Review of literature and hypotheses development

CSR is a broad concept that encompasses different operations of the company. Earlier, the only responsibility of a corporate entity was to make a profit for the shareholders. In the second part of the 20th century, the debate started that enterprises should contribute to society beyond their legal and economic obligations (Maqbool and Zamir, 2020).

Bowen (1953), the father of modern CSR, suggests that "the obligations of businessmen are to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." This led to the serious academic engagement on the conceptual framework of CSR and it evolved in different forms. Freeman (1984) states that stakeholders are important constituents of company and company should develop a cordial relationship with all those stakeholders who are directly or indirectly affected by the firm's choices and activities' (p. 31). The Carroll pyramid is central to the understanding of CSR and the application of CSR in the corporate sector. Carroll states that "corporate social responsibility encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time" (Carroll, 1991). These four dimensions are core and shared among the majority of definitions related to CSR. In summary, CSR can be defined as corporate behaviors that positively affect all stakeholders. This is a holistic view of business where employees and other stakeholders see themselves as part of the community and any social good by their organization will impact their working behavior and organizational commitment (Gürlek and Tuna, 2019; Maqbool and Bakr, 2019)

The affective commitment is the psychological attachment of workers with their employing company (Ahmad *et al.*, 2019; Meyer and Allen, 1991). The employees' commitment for employees reflects three factors: the acceptance of organizational goals and values, higher efforts toward the organization and strong liaison with the organization. Meyer and Allen (1991) proposed a three-component framework for the organizational commitment referred as affective, normative and continuance commitment. Continuance commitment refers to the economic attachment with the organization. The normative commitment is the moral responsibility to remain attached to the particular organization. Affective commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday *et al.*, 1979, p. 226; Maqbool and Hurrah, 2020). The affective commitment as reflected in emotional identification, engagement and attachment is primarily the result of the work experiences (Meyer and Allen, 1991). It is employees' desire to contribute toward the organization enthusiastically and willing to be identified with the organization. The extant literature suggests that affective commitment of employees is an important predictor of employees' performance and company attachment (Mercurio, 2015; Allen and Meyer, 1990). Affective commitment is the essence of organizational commitment.

CSR and affective commitment

Employee commitment is a key for the organization's success and is central in the human resource management literature (Jawaad *et al.*, 2019). Corporate managers continuously focus on enriching corporate work culture to facilitate employees' commitment at the workplace (Bouraoui *et al.*, 2018). Employees' affective commitment at the workplace is the Holy Grail for every business leader. Alvino (2014) observed that the emotional attachment or commitment toward the organization is vital for improving the organization's performance. The recent body of literature has focused on CSR as an important intervention to drive employees' commitment (Brammer *et al.*, 2007) and job satisfaction (Vlachos *et al.*, 2013). The employees feel that working in socially responsible firms has intrinsic rewards that reflect employees' commitment toward organizations. The organization and human resource management scholars suggest that CSR is positively related to employees' affective commitment (Rego *et al.*, 2010; Glavas and Kelley, 2014). The "deontic justice" theoretical lens prioritizes organizational justice as an important factor to drive employees' commitment. According to the theory, the employees see their organization's injustices if they perceive that their organization is not fulfilling their moral obligation or duties. Thus, employees react to how they are treated by the organization and how others are treated (Cropanzano *et al.*, 2007). If employees perceive that organization is ethical and fulfill their moral duties, they respond by greater work commitment and productivity (Rupp *et al.*, 2006). The empirical study by Bouraoui *et al.* (2018) found that CSR positively impacts the employees' affective commitment. Stites and Michael (2011) examined the link between CSR and organizational commitment and found that CSR is closely related to affective commitment. The study suggests that CSR creates a good reputation and subsequently employees are more committed towards their workplaces. Ditlev-Simonsen (2015) found that CSR is the significant predictor of affective commitment. In the context of India, George *et al.* (2020) found that CSR is indirectly related to affective commitment through organizational trust. The literature indicates that CSR creates a micro-environment that enhances the employees' commitment and organizational success. Consequently, we propose the following hypothesis:

H1. CSR is positively related to the affective commitment.

The mediating role of work meaningfulness

Meaningfulness is understood as "the value of a work goal or purpose, judged in relation to an individual's ideals or standards" (Avolio *et al.*, 2004, p. 14). There is a sense of fulfillment and contribution to society in meaningful work. Employees experience work meaningfulness when they find their work interesting, valuable and worthwhile and contribute to the more significant cause (Rhou and Singal, 2020). The recent theoretical development on meaningfulness suggests that organizational citizenship and societal care are considered ways for individuals to find meaning in their work (Nazir *et al.*, 2021). If the companies engage in philanthropic activities, environment preservation and care for social needs, employees display greater meaningfulness at work (Rosso *et al.*, 2010). Corporate managers believe that CSR is an important tool to create meaning in the workers (Aguinis and Glavas, 2019), particularly when work is bereft of any direct social good (Bauman and Skitka, 2012). It is seen as a framework to further the employees' work meaningfulness by considering complex interactions between internal and external stakeholders.

Further, the deontic perspective of organizational justice conceptualizes that employees draw meaning by working in socially and environmentally responsible companies (Rupp, 2011). Employees see their work as meaningful when they perceive that their organization contributes to all stakeholders. It signals that the company stakeholders are valued for their contribution to the organization and consider them part of the organizational vision. "Such employees feel valuable and proudly attach to organizations that not only think about earning profits but sincerely strive to a greater cause" (Afsar and Umrani, 2019).

The extant literature suggests that work meaningfulness (the perceived value and importance of one's work) significantly influences employees' affective commitment to the organization (Glavas and Kelley, 2014). Meaningfulness experienced through pro-social and environmental behavior is likely to engage employees toward their jobs and organization. Hodson (2004) argues that commitment toward an organization comes from the organization's social identity and meaningfulness at work. A recent theoretical development in meaningfulness also suggests a positive relationship between meaningfulness and affective commitment. "Meaningful work enables workers to feel a sense of transcendence that encourages them to identify with the organization and its mission" Jiang and Johnson (2018). In addition, empirical studies found that meaningfulness is positively related to affective commitment (Steger *et al.*, 2012; Tummers and Knies, 2013; Jiang and Johnson, 2018). Adding to this, Humphrey *et al.* (2007) observed that meaningfulness mediates the relationship between employees' motivational factors and work outcomes. The meaningfulness experienced through CSR activities has a greater attachment with the organization (Quinn and Thakor, 2018; Chaudhary *et al.*, 2020). Based on the discussion, the author argues that CSR strengthens meaningfulness at the workplace, eventually contributing to affective commitment. Thus, we test the following hypothesis:

H2. Meaningfulness mediates the relationship between CSR and affective commitment.

The mediating role of trust

Trust is understood as the "individual's confidence in another person's intentions and motives, and the sincerity of that person's word" (Mellinger, 1956). It is the sense that "those who we relate to will meet our expectations and not hurt us" (Choudhury, 2008, p. 590). Organizational trust is seen as confidence that organization would be least detrimental to one's interests and will have favorable outlook. Corporate managers proactively work to create a sense of trust and confidence among the workers.

Within the corporate world, the trust is the outcome of the evaluation of ethics and social responsibilities embodied in an organization (Dirks and Ferrin, 2002). The two widely cited theories to understand the employees' reaction to CSR activities are signaling theory and deontic justice theory (Rupp and Mallory, 2015; Gond *et al.*, 2017). According to the signaling theory, CSR sends positive signals about the companies' sincerity and generosity toward all stakeholders. These positive signals strengthen the employee's trust as CSR activities are identified as activities in the interest of all stakeholders, including employees (Dirks and Ferrin, 2001; Urde *et al.*, 2007). Given the sincerity and proactive attitude toward stakeholders through the CSR activities, it reinforces the feeling of trust among the workers at workplace. According to Pivato *et al.* (2008), "the most important contribution of CSR activities carried out by enterprises is the allocation of trust between the enterprise and its stakeholders". Therefore, CSR activities contribute to employees' trust in the organization (Lee *et al.*, 2012). The "deontic justice" theoretical lens prioritizes organizational justice as an important factor to drive employees' commitment. According to the theory, the employees see their organization's injustices if they perceive that their organization is not fulfilling their moral obligation or duties. Thus, employees react to how they are treated by the organization and how others are treated (Boğan and Dedeoğlu, 2019). If employees perceive that organization is ethical and fulfill their moral duties, they respond by greater work commitment and productivity (Chaudhary and Akhouri, 2018).

Corporate managers and management theorists believe that CSR infuses employees commitment toward organization by creating a work environment that is characterized by trust and security (Hansen *et al.*, 2011). It creates a positive perception among employees by sending positive signals about the company's responsible attitude and ethics (Rupp *et al.*, 2006). The belief of employees that future actions of the company will not be detrimental to their interest invokes an emotional attachment and commitment of employees toward their

organization. The study conducted by Farooq *et al.* (2014) found that trust mediates the relationship between CSR and affective commitment. Similarly, George *et al.* (2020) suggest that CSR has indirect effect on affective commitment through trust. Trust is the critical component of social exchange between CSR and affective commitment (see Figure 1). Therefore, we propose the hypothesis as follows:

H3. Trust mediates the relationship between CSR and affective commitment.

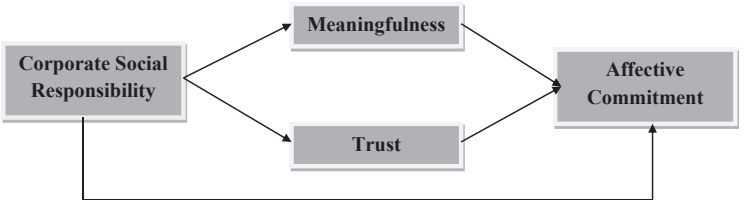

Figure 1.
Hypothesized research model

Research methodology

Participants and procedure

Participants for this research work were the full-time employees of the hospitality sector in India. The hospitality sector is important to have a context-specific nature of micro-CSR. The industry has been promising and responsible for creating 6.36 million jobs in the last five years in India (World Travel and Tourism Council, 2020). The sector is expected to reach US$512bn and accounts for an estimated 9.2% of India's total economy (IBEF, 2019). The industry has not been equally progressive in the workforce and has suffered from a labor shortage, corporate scandals and high attrition rate (Goh and Lee, 2018), so the sector provides an opportunity to understand psychological and work-related issues and intervention for psychological well-being and care. The pooled sample was 54.6% male and 45.3% female. In total, 48.5% indicated master's degree as their highest level of education, followed by bachelor's degree (36.2%) and other degrees (15.6%). Majority of the respondents have work experience of less than 5 years (47.7) followed by 34.5% having work experience of 5–10 years. More than half of the respondents (51.2%) were the lower line managers, followed by 48.8% as middle-level managers. In total, 41.1% of respondents are in the age group of 35–45 followed by 37.2% in age cohort of 25.35 years. Table 1 summarizes the respondents' demographic profiles.

The data were collected by using the survey instrument. As a sample respondent, we specifically focused on managerial staff ranging from supervisory to middle-level management. It has been reported in the previous studies that managerial staff provides accurate and in-depth information on CSR (Cacioppe *et al.*, 2008). Participant selection took place from the metropolitan areas of the Delhi. In total, 13 hotels were ready to participate in the research survey. In cooperation with the concerned officials, the questionnaires were distributed evenly among males and female respondents to avoid response bias. A total of 507 questionnaires were distributed among the employees of these selected 13 hotels and 437 employees returned questionnaires. We excluded 29 questionnaires because of insufficient data, resulting in useable data from 408 respondents. The respondents were assured of confidentiality and data would be used only for the research purpose.

Measurements of variables

The constructs were measured by using well-established scales related to study variables and were measured from the perspective of individual. The constructs were modified as

Characteristics	Classifications	Frequency	Percentage
Gender	Male	223	54.6
	Female	185	45.3
Education	Bachelor's	148	36.2
	Masters	198	48.5
	Other	62	15.6
Tenure	Less than 5	195	47.7
	5–10 yrs	141	34.5
	10–15 yrs	56	13.7
	Above 15 yrs	16	3.92
Job Position	Low line manager	209	51.2
	Middle-level manager	199	48.8
Age (years)	<25	38	9.3
	25–35 years	152	37.2
	35–45 years	168	41.17
	Above 45	50	12.25

Table 1. Characteristics of the sample (408)

required to ensure the appropriate fit with the study context. Employees' perception of CSR was measured using the 20 items scale developed by Fatma *et al.* (2016). The measure is consistent with the standard definition of CSR and has been developed for hospitality sector. The sample item is "Engage in philanthropy contributing to such cause as the art, education and social service." Response options were measured on a five-point Likert scale. Affective commitment evaluates the positive attitude that employees held toward their organization. Employees' affective commitment was measured using eight items from the scale of Allen and Meyer (1990). Sample items included "This organization has a great deal of personal meaning for me". Meaningfulness was measured by using six items from the scale of May *et al.* (2004). Sample items included "I feel that the work I do on my job is valuable." Trust was measured using seven items from Robinson and Rousseau (1994). A sample item included, "My employer is not always honest and truthful." These items overall measure the trust of employees towards the organization.

Data analysis and results

Structural equation modeling (SEM) technique was used to test the hypotheses of this study.

A two-step approach (Anderson and Gerbing, 1988) which includes "confirmatory factor analysis" (CFA) and "structural equation modeling" (SEM) was adopted to analyze the efficiency of the model and test proposed hypotheses. Analysis of moment structures (AMOS) 20.0 software is used for the analysis. First, the validity and reliability of the model were examined through CFA. Afterward, the relationship between variables was tested through SEM.

The normality of the data was assessed with the help of skewness and Kurtosis. The result shows that data are normally distributed, given that skewness values ranged from −0.71 to 0.05. The normality assumption is satisfied as to the values of skewness range between +1.50 and −1.50 (Tabachnick and Fidell, 2013).

Validity and reliability analyses

As shown in Table 2, the Cronbach's alpha for all the constructs vary from 0.89 to 0.77 and composite reliability from 0.89 to 0.78 are greater than the threshold limit of 0.70 (Fornell and Larcker, 1981). This indicates that there is adequate reliability. Factor loading and average variance are used to assess the convergent validity of the data. The factor loadings of all the latent variables ranged from 0.69 to 0.88 which are above the recommended value of 0.60

(Bagozzi and Yi, 1988). Further, the average variance extracted (AVE) value for all constructs is greater than the threshold limit of 0.50. These two indicators indicate good convergent validity.

Discriminatory validity was checked by comparing the square root of the average value extracted of each construct with corresponding inter-construct correlations (Fornell and Larcker, 1981; Henseler *et al.*, 2009). The result in Table 3 shows that the square root of the AVE of each construct is greater than the inter-construct correlations, indicating good discriminant validity.

Structural model results

To test the hypotheses, we developed two structural models. In Model 1, the direct relationship between CSR and affective commitment was tested. In Model 2, two mediating variables (meaningfulness and trust) were introduced. These two models enable to test direct relations of CSR and affective commitment and the indirect effect of CSR on affective commitment through mediating variables. The hypothesized model shows good fit with the data as revealed by the values of goodness-of-fit index (GFI) = 0.92, comparative fit index (CFI) = 0.94 and root-mean-square error of approximation (RMSEA) = 0.07.

Considering the hypotheses testing, the SEM results in Table 4 show that CSR is positively related to the affective commitment ($\beta = 0.56$ and $t = 5.43$), thereby supporting hypothesis 1. It suggests that CSR is an important intervention at the workplace to drive employee's commitment.

Furthermore, H2 and H3 have been postulated to test the mediating effect of experienced meaningfulness and trust in the relationship between CSR and affective commitment.

Table 2. Validity and reliability of the constructs

Constructs	Items	Item loading	Cronbach's alpha	Composite reliability	AVE
CSR	6	0.69–0.86	0.89	0.89	0.62
EM	6	0.75–0.85	0.88	0.89	0.62
Trust	7	0.70–0.85	0.77	0.78	0.42
AC	8	0.72–0.88	0.86	0.87	0.57

Source(s): The authors

Table 3. Descriptive statistics and discriminant validity

Constructs	Mean	SD	CSR	EM	Trust	AC
CSR	3.72	0.75	*0.79*			
EM	4.54	1.13	0.71	*0.78*		
Trust	4.07	1.03	0.68	0.66	*0.65*	
AC	3.54	0.97	0.51	0.58	0.51	*0.76*

Note(s): The italic values represent the squared root of average variance extracted (AVEs)
Source(s): The authors

Table 4. Structural model results

Hypotheses	Path	Path estimates	t-value	Test results
H1	CSR → AC	0.56	5.43	Supported
H2	CSR → EMAC	0.33	4.43	Supported
H3	CSR → Trust AC	0.29	2.43	Supported

Source(s): The authors

The study used the approach suggested by Baron and Kenny (1986) to test these hypotheses. Further, bootstrapping was used to check the significance of indirect impact (Zhao *et al.*, 2010). The results shows a significant indirect effect of CSR on affective commitment through meaningfulness ($\beta = 0.33$ and $t = 4.43$). The bootstrapping estimate shows a statistically significant indirect effect at 95% confidence interval (lower level confidence interval (LLCI) = 0.253 and upper level confidence interval (ULCI) = 0.416). These results are in accordance with hypothesis 2. The result of hypothesis 3 shows that trust mediates the relationship between CSR and affective commitment ($\beta = 0.29$ and $t = 2.43$). The bootstrapped estimate confirms that the indirect effect is statistically significant at 95% confidence interval (LLCI = 0.107 and ULCI = 0.386). In sum, these results show that the effect of CSR on affective commitment is partially mediated by meaningfulness and trust, thereby supporting H2 and H3.

The results support the findings of the previous studies that show CSR positively impacts affective commitment (Farooq *et al.*, 2014; Rego *et al.*, 2010; Turker, 2009). CSR creates a greater commitment among the employees by visualizing that their company cares about the environment and social issues. By delineating that CSR participation influences affective commitment by enhancing meaningfulness and trust, our results align with an increasing number of research studies that show that CSR helps in experience meaningfulness (Glavas and Kelley, 2014; Zhu, 2018) and trust (George *et al.*, 2020; Farooq, 2014) at workplace and subsequently enhance employee's commitment.

Discussion

In the recent past, workplace sensibilities have taken much focus of human resource managers and industry practitioners. Recent literature has identified the black box in terms of knowledge on the micro-foundation that underlies the relationship between CSR and individual-level outcomes (Ng *et al.*, 2019). Building on the theoretical foundation in different contexts, this study empirically examines how CSR facilitates meaningfulness and trust to enhance the affective commitment of employees.

In sync with the previous studies in different contexts, our study confirms that CSR positively influences employees' affective commitment toward the company. These results confirm that CSR has the potential to drive employees' affective commitment toward company in the developing countries. The extant literature endorses that employees of socially responsible firms experience the intrinsic rewards that reflect in the employees' commitment toward organizations. When companies create a broader sense of stakeholder engagement through CSR, employees feel obliged to repay with a greater level of commitment. Given that employees are members of the macro-community, any generosity toward society is paid with greater work enthusiasm and commitment (Farooq *et al.*, 2013). The underlying rationale of this association is that firm depends on different stakeholders who provide essential resources for the company's success. The "stakeholders' paradigm" has become an important strategic tool for the company to compete in the market and create better employees attachment with the company (Solomon and Lewis, 2002). Better management of stakeholders creates a sense of engagement and commitment among employees. CSR toward employees who respect human dignity, equality and social protection results in a greater employee's commitment. The same results have been found by Bouraoui *et al.* (2018) and Ditlev-Simonsen (2015) in the developing countries context.

Further, this study confirms that CSR facilitates "Job meaningfulness" and "Trust" among employees at workplace and subsequently enhance their commitment toward organization. These results corroborate with the previous studies of (Bouraoui *et al.*, 2019; Ditlev-Simonsen, 2015; Peterson, 2004). The results suggest that CSR depends on the micro-factors to create a greater impact on the employees' commitment. Both "Job meaningfulness" and "Trust"

mediate the relationship between CSR and affective commitment. Drawing upon the social identity theory, socially responsible companies influence the job meaningfulness by shaping the perception and job attitude of employees. The interactions with the social context create a communitarian attitude of the organization that shapes the "Job meaningfulness" and sense of belonging among employees (Afsar *et al.*, 2020a, b). This has an intrinsic effect on the employees' attitudes that are more likely to make employees cognitively and emotionally attached to the company (Hur *et al.*, 2020).

In the same vein, "Trust" is recognized as a critical variable that influences the CSR–affective commitment relationship. CSR develops a sense of trust among the employees, given that it is perceived as a positive organizational attribute. Social exchange theory supports this view that employees' perception of organizational values of being fair, benevolent and concerned induces organizational trust (Molm *et al.*, 2000). The social activities send a positive message about the values and sensitivities to both internal and external stakeholders that result in trust formation at the workplace (Hansen *et al.*, 2011). Therefore, CSR activities contribute to the employees' trust in the organization and eventually in greater organizational commitment.

As our empirical studies support all three hypotheses, the present study offers some important theoretical and practical implications.

Conclusion

Contribution and implications

This study enhances the understanding of the CSR–affective commitment link by exploring multiple mediation factors in hospitality sector. The relationship has remained untapped in the context of the hospitality industry especially the micro foundation factors, such as "Job meaningfulness" and "trust." Further, the present study responds to Glavas's (2016) call by introducing a multiple mediators in the form of work meaningfulness and organizational trust. This study advances the existing line of inquiry by delving into psychological mechanism underlying the relationship by proposing meaningfulness and trust as possible mediators of CSR–affective commitment relationship. In this context, the study introduced the theoretical model, which showcases the influence of CSR on "Job meaningfulness" and "Trust" with affective commitment as a consequent outcome in a hospitality context. The result confirms that CSR facilitates "Job meaningfulness" and "Trust" among employees at workplace and subsequently enhance their commitment toward organization.

Corporate managers should look at CSR as a strategic investment rather than overhead for the company. Companies should spend more resources on CSR activities and communicate about these resources to the stakeholders. CSR is a strategic resource for managers and can develop a greater sense of belonging and employee commitment. CSR is a vital resource that needs to be seen a way forward for generating a competitive advantage for the company. Further, the study indicates that the degree to which employees experience "Job meaningfulness" and trust is important for the affective commitment. The company should focus on socially responsible activities to make the employees work experience more meaningful and create trust among employees. Usually, managers are in a tight-neck position to innovate different work interventions to boost the psychological and relational attitude of the workers. The results of this study guide managers for re-engineering the "work meaningfulness" and "trust" through CSR activities. Therefore, by considering the sensitivity of hotel employees towards CSR, the study responds to calls for greater attention toward CSR.

Limitations and future suggestions

The study needs to be understood in the context of certain limitations that would provide opportunities for future work. First, the study has been conducted in the luxury hotels of Delhi. The work can be carried out in different work settings to validate the results and

increase the generalizability. The work in industrial sectors or other service sectors can add a new perspective and understanding. Second, the cross-sectional study limits the knowledge of variability across time. Future studies can be conducted from the perspective of panel data. It would take into consideration the variability across time and sample. This research work has focused explicitly on the managerial-level employees. Future studies could be carried on other employees' sections. The impact of workplace intervention can be influenced by the organizational position of the sample selected.

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