

CAN TRAINING ACT AS A MEDIATOR BETWEEN EMPLOYEE CSR, ORGANIZATIONAL SUPPORT, AND JOB SATISFACTION IN TOURISM? RESULTS OF RESEARCH AT A HUNGARIAN HOTEL CHAIN

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Abstract: Corporate Social Responsibility (CSR) has emerged as a vital strategic tool for organizations aiming to strengthen internal structures while promoting employee wellbeing. This study explores the influence of CSR initiatives on key internal outcomes, specifically focusing on employee engagement, training, job satisfaction, perceived organizational support, and organizational performance. The research was conducted within the hospitality sector using a cross-sectional survey distributed among 259 employees from a prominent luxury hotel and its affiliated partner firm. Quantitative methods were employed, with data analyzed through R Studio and SPSS. Correlation analysis, mediation, and moderation models were applied to investigate the interrelationships among CSR activities and employee-centered variables. The findings demonstrate a significant positive association between CSR initiatives and employee engagement, morale, and retention. CSR was found to indirectly enhance organizational performance by improving employee satisfaction and perceived support. Furthermore, job satisfaction acted as a significant moderator in strengthening the relationship between engagement and performance outcomes. The results reveal a strong positive association between CSR participation and employee morale, perceived organizational support, and professional development. Moreover, CSR involvement was negatively associated with turnover intentions, indicating its potential to strengthen employee retention. Interestingly, the study did not identify a meaningful link between CSR and perceived environmental benefits, suggesting a more pronounced internal impact. These insights highlight the role of CSR not only as an external branding mechanism but as an integral component of internal organizational development. By fostering stronger employee commitment and lowering turnover intentions, CSR contributes substantially to sustainable organizational success in the hospitality industry.

Keywords: Corporate Social Responsibility (CSR), employee engagement, organizational success, training initiatives, employee wellbeing, job satisfaction, perceived organizational support, turnover intentions, tourism, workplace morale

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INTRODUCTION

Sustainable practices in companies positively impact employee engagement and well-being, improving retention and morale while reducing turnover and recruitment costs (Lakshmi et al., 2024). Additionally, sustainability investments often fund training initiatives, equipping employees to support environmental goals—an approach that contributes to employee retention when aligned with corporate social responsibility and innovative leadership practices (Aman-Ullah et al., 2024). This research examines the effect of employee-centric CSR initiatives at a luxury heritage hotel in the heart of the city, in collaboration with MFT Company, on employee well-being, organizational success, and community engagement. Understanding MFT's support for the hotel's workforce provides insights into the effectiveness of their partnership in enhancing service excellence. Zhu, Amoozegar (2024) and Maharani et al. (2025) demonstrate that CSR initiatives in the hotel industry significantly enhance employees' psychological capital, which in turn promotes wellbeing, emotional commitment, and organizational citizenship behavior. Kumar et al. (2021) discusses employer branding, while Özcan & Elçi (2020) explore the impact of worker-oriented CSR on employer brand perception. The hospitality industry's reliance on human capital makes it an ideal setting to study these dynamics. Despite technological advancements and automation, there is still a need for a significant human labor force (Gyurkó et al., 2024).

The aim of this study is to assess the impact of employee involvement in Corporate Social Responsibility (CSR) initiatives on their workplace experience. Specifically, the research focuses on understanding how participation in CSR activities relates to employee training, morale, perceived organizational support, and intentions to stay or leave the organization. The study targets employees at a downtown Budapest hotel and MFT Company, with the intention of gaining insight into how

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CSR practices influence staff engagement and contribute to reducing turnover. By examining these relationships, the research seeks to highlight the internal benefits of CSR from an employee perspective within the hospitality sector.

LITERATURE REVIEW

Corporate social responsibility (CSR) has gained significant attention in the hospitality industry, as it reflects a company's commitment to stakeholder welfare through socially responsible initiatives (Ferreira et al., 2024). While previous research has extensively examined the impact of CSR on consumers (Raza et al., 2023; Kreicbergs et al., 2019; Deep, 2023; Fauzan et al., 2022). There is a need for deeper exploration into how CSR influences employees (Rahman et al., 2021). Corporate social responsibility practices vary significantly across global contexts, requiring organizations to adapt their strategies to diverse cultural and regulatory environments (Wong et al., 2023). A growing trend shows that companies are proactively investing in employee welfare programs as part of their CSR strategy to foster a stronger sense of belonging among employees and enhance their performance—particularly in customer-facing roles (Kinyanjui et al., 2021; Rim & Ferguson, 2020). Understanding the link between CSR initiatives and employee attitudes and behaviors can provide companies with strategies to enhance employee performance in service roles (Wong et al., 2021).

Ahmad et al. (2023) investigated the role of altruistic values and human emotions in shaping corporate social responsibility (CSR) within the tourism and hospitality sector, highlighting CSR's potential to build stakeholder trust and emotional connection. Similarly, Wong et al. (2023) analyzed how hotel employees' perceptions of CSR performance influence their attitudes, emotional responses, and workplace behaviors. Employee participation in decision-making, particularly codetermination, has been shown to enhance corporate social responsibility outcomes and improve environmental, social, and governance (ESG) performance (Crifo & Reberieux, 2024). This connection may help reduce motivation-related costs and improve overall employee well-being (Kunz, 2020). Furthermore, understanding how CSR initiatives influence employees' motivation can offer insights into designing effective CSR strategies (Ertuna et al., 2022).

Yang et al. (2022) examine how CSR fosters pro-environmental behavior and energy-related motivation among hotel workers. Recent studies confirm that CSR significantly enhances employee outcomes in tourism and hospitality. Wen et al. (2025) and Maneethai et al. (2024) show that CSR perceptions improve job satisfaction and commitment, often mediated by organizational practices such as training. Farmaki et al. (2022) highlight CSR's influence on job satisfaction through complex internal dynamics. Within Hungary, Malatyinszki et al. (2025) and Szentgróti et al. (2025) stress the relevance of CSR and local management practices for sustainable tourism and workforce development. These findings support investigating training as a mediator linking CSR, support, and satisfaction in hospitality settings.

According to Camilleri (2020), strategic CSR enhances profitability while addressing the interests of stakeholders, including employees, clients, suppliers, communities, and the environment. One of the main challenges for hotel operators in the post-pandemic era is attracting and retaining employees (Yin et al., 2022). Social Exchange Theory in hospitality research explains how organizational support, leader-member, and team-member exchanges affect job satisfaction (Meira & Hancer, 2021; Wang et al., 2021; Chung & Jeon, 2020). It is also mediated by organization-based self-esteem, which influences the relationship between social exchange and job satisfaction (Dalgic & Akgunduz, 2022). Social exchanges with customers are also important in shaping employees' job satisfaction (Kim & Qu, 2020), highlighting the theory's relevance. Social Exchange Theory has been applied to understand how perceived organizational support affects job satisfaction (Cheng & Yi, 2018), job performance (Hai & Park, 2024), and turnover intentions (Malik & Shaikh, 2024). Employers focusing on job satisfaction as a strategy to combat labor shortages and foster commitment (Wang et al., 2020) can maximize the benefits of social exchange by facilitating various exchanges between employers and employees (Jehanzeb & Bashir, 2025). Organizational support is a critical resource for enhancing job satisfaction, work efficiency, and reducing employee stress (Zhao et al., 2020). Ahmad et al. (2021) explored the relationship between burnout and turnover intentions among hotel employees. Their results indicated that higher levels of burnout were strongly associated with increased intentions to leave the organization. In the hospitality industry, perceived organizational support is vital for employee empowerment, work-life balance (Ma et al., 2021), reducing turnover (Asghar et al., 2021), and improving job satisfaction (Zhao et al., 2020). This highlights its importance in creating a dedicated and satisfied workforce.

Among hotel staff, room attendants play a critical role in maintaining guest satisfaction (Wijoyo, 2023). Hotels must invest in specialized training for them, as many neglect customer service, safety, and technology, resulting in lower satisfaction and higher turnover (Sari et al., 2023; Abomurad, 2019). The hospitality work environment significantly influenced employees' turnover intentions during the COVID-19 pandemic (Abdou et al., 2022). The study found that work-family conflict played a mediating role, linking poor work conditions to increased intentions to leave the organization. To address these challenges, hotels need to create engaging and comprehensive training programs that align with the evolving demands of the industry. Modern training initiatives should include housekeeping software, sustainable practices, and communication skills (Bhatnagar, 2019). Continuous learning is also crucial for room attendants to keep up with technological advancements and changing guest expectations (Wijoyo et al., 2021). In a globalized environment, personalized service and cultural awareness are key. By equipping room attendants with these skills, hotels can ensure superior service quality and a welcoming atmosphere for diverse guests (Permana & Mistriani, 2024). Such training improves skills, increases productivity, and contributes to higher job satisfaction and retention (Sari et al., 2023).

Therefore, the main research questions are formulated as below.

RQ1: How do employee-centric CSR initiatives at a 5-star hotel and MFT Company impact job satisfaction, turnover rates, and employee engagement?

RQ2: In what ways do these CSR initiatives influence employee well-being and morale at the luxury hospitality firm and MFT Company?

RQ3: How do employee-centric CSR initiatives affect organizational performance, profitability, and overall success at the premium hotel and MFT Company?

The conceptual model in Figure 1 shows how employee-centric CSR initiatives enhance employee well-being and morale, which in turn drive improved organizational performance, profitability, and overall success.

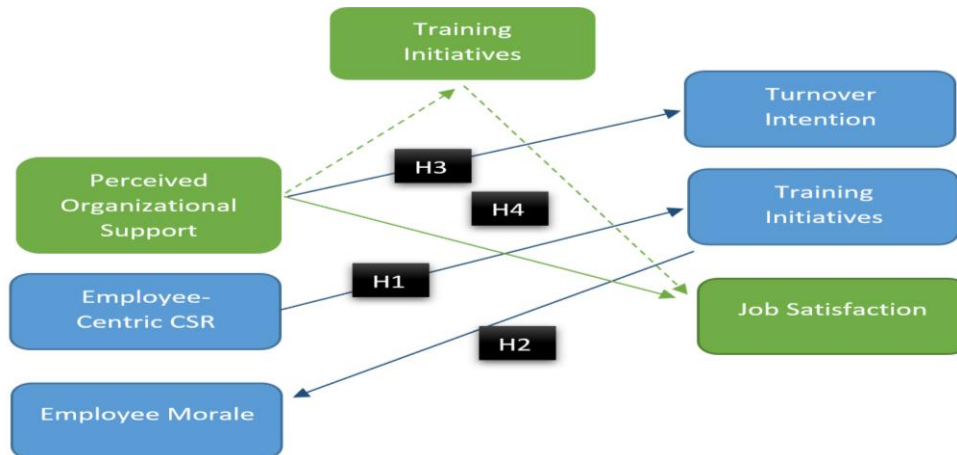


Figure 1. Conceptual model (Source: Author’s own construction, 2025)

MATERIAL AND METHOD

A flow chart (Figure 2) outlining the key methodological steps of this research is presented below. This visual representation serves to clearly illustrate the sequence and structure of the study’s design, data collection, and analysis process.

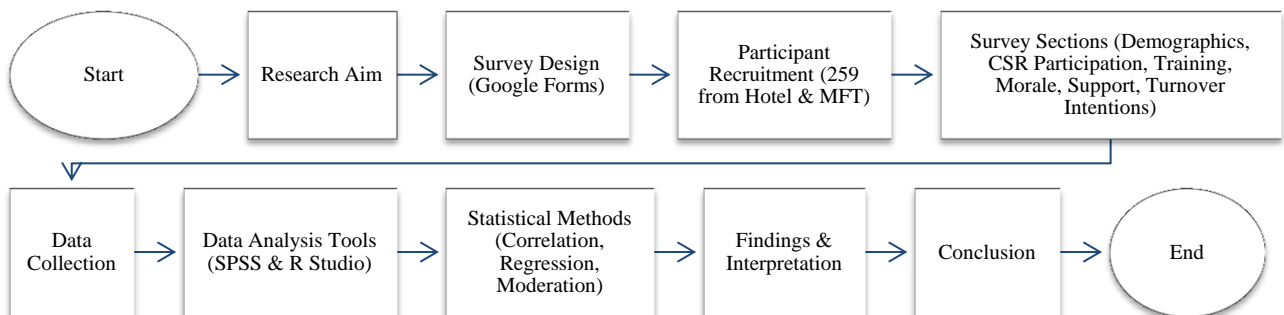


Figure 2. The process of scientific research (Source: Author’s own construction, 2025)

This study aims to explore how Employee CSR Initiatives influence employee experience, particularly training, morale, perceived organizational support, and turnover intentions. Data was collected via Google Forms, chosen for its accessibility and ease of use, ensuring smooth participation. The survey involved 259 employees from a premier hotel in Budapest and MFT Company across various departments, offering a comprehensive view of workforce attitudes toward CSR initiatives.

The survey used various question formats to capture diverse perspectives. Likert-scale questions assessed attitudes toward CSR initiatives, employee morale, perceived organizational support, and turnover intentions. Closed questions gathered direct responses about participation in CSR activities and training programs, while multiple-choice questions collected demographic and training-related data. Open-ended questions allowed employees to provide detailed insights on how CSR initiatives and training programs impact their professional development and job satisfaction. SPSS and R Studio were used for data analysis, selected for its advanced capabilities in handling survey data. These tools facilitated hypothesis testing and enabled correlation, regression, and moderation analyses to examine relationships between variables, providing a deeper understanding of CSR’s impact on employee experience and organizational dynamics.

Data Analysis

Correlation Analysis: Conducted to assess the relationships between variables such as CSR initiatives, training, morale, and organizational support.

Moderation and Mediation Analysis: Used to examine how training initiatives impact the relationship between perceived organizational support and job satisfaction, and how organizational support reduces turnover intentions.

Hypotheses

H1: We hypothesize that Employee CSR Initiatives **enhance** Training Initiatives.

H2: We assume that Training Initiatives **increase** Employee Morale.

H3: We hypothesize that Perceived Organizational Support **reduces** Turnover Intentions.

H4: We propose that Training Initiatives **moderate** the relationship between Organizational Support and Job Satisfaction.

Hypothesis development

This table clearly presents the hypotheses, showing the relationships between independent and dependent variables, as well as the moderating variable in H4.

Table 1. Hypothesis development (Source: Author’s own construction, 2024)

Hypothesis	Independent Variable (IV)	Dependent Variable (DV)	Moderating Variable
H1	Employee CSR Initiatives	Training Initiatives	-
H2	Training Initiatives	Employee Morale	-
H3	Perceived Organizational Support	Turnover Intentions	-
H4	Organizational Support	Job Satisfaction	Training Initiatives

RESULTS

To assess the impact of Hotel's CSR efforts, it's important to consider the survey participants' demographics (Table 2), including gender, age, and employment duration, as these factors shape their perspectives on the CSR programs. Table 3 reveals the distribution of participants across various age groups.

Table 2. Demographic Breakdown by Gender (Source: Author’s own construction, 2024 (n =259))

	N	Percentage
Female	143	55
Male	116	45

Table 3. Demographic breakdown by age (Source: Author’s own construction, 2024 (n =259))

	N	Percentage
18-24 Years	19	7
25-34 Years	161	62
35-44 Years	75	29
45-54 Years	4	2

The age distribution of participants reveals a dominant concentration in the 25–34 age group (62%), followed by the 35–44 group (29%), with minimal representation from younger (18–24, 7%) and older (45–54, 2%) cohorts. This skew suggests that geotourism primarily attracts young adults, likely due to their mobility, digital engagement, and lifestyle preferences. Table 4 outlines the employment duration of individuals working at five-star Hotel via MFT

Table 4. Employment Duration at a luxury hotel via MFT Company (Source: Author’s own construction, 2024 (n =259))

	N	Percentage
1-5 Months	98	38
11-15 Months	51	20
16-20 Months	17	7
21-Above Months	4	2
6-10 Months	89	34

The data indicates a workforce characterized by short-term employment, with 38% of respondents (n=98) having been employed for only 1–5 months. An additional 34% (n=89) report employment durations of 6–10 months. Collectively, this suggests that 72% of employees have tenures for less than one year, underscoring a high rate of turnover. Employment figures decline sharply thereafter: 20% (n=51) have worked for 11–15 months, 7% (n=17) for 16–20 months, and only 2% (n=4) have remained employed for 21 months or longer. Table 5 lists the amounts of items in each scale along with the Cronbach's Alpha reliability of the various scales utilized in the study.

Table 5. Reliability Analysis using Cronbach’s Alpha (Source: Author’s own construction, 2024 (n =259))

Scale	N of Items	Alpha
Employee Centric CSR Initiatives	8	0.932
Job Satisfaction	3	0.869
Turnover Rate	10	0.949
Training	6	0.935
Organizational Success	5	0.932
Employee Morale	6	0.797
Organizational Support	7	0.935

The Employee-Centric CSR Initiatives scale (Alpha = 0.932) and Job Satisfaction scale (Alpha = 0.869) show good reliability. The Turnover Rate scale (Alpha = 0.949) has the highest reliability. The Training (Alpha = 0.935) and Organizational Success (Alpha = 0.932) scales also exhibit strong reliability. The Employee Morale scale (Alpha = 0.797) is slightly lower but still acceptable. Most scales show good internal consistency.

The following part presents the hypothesis tests together with its results.

H1: We hypothesize that Employee CSR Initiatives enhance Training Initiatives

The "Summary" table (Table 6) provides key metrics for understanding the relationship between Employee Centric CSR Initiatives and Training Initiatives.

Table 6. Summary of Key Metrics Linking Employee-Centric CSR and Training Initiatives (Source: Author’s own construction, 2024 (n =259))

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.219	0.048	0.04	0.74
Predictors: (Constant), Employee Centric CSR Initiatives				

The statistical analysis reveals a weak positive correlation (R = 0.219) between employee-centric Corporate Social Responsibility (CSR) initiatives and training initiatives. The coefficient of determination (R² = 0.048) indicates that only 4.8% of the variance in training initiatives can be attributed to variations in CSR practices. The adjusted R² value of 0.040 further confirms the limited explanatory power of the model, suggesting that CSR initiatives, as currently implemented, have minimal predictive strength regarding the scope or quality of training programs.

Additionally, the standard error of 0.74 reflects a moderate level of deviation between observed and predicted values, underscoring the imprecision of the model. These findings imply that, while there is a statistically positive association, the relationship is not substantively strong. This suggests that training initiatives may be influenced more by other organizational factors—such as budget allocations, leadership priorities, or external regulatory requirements—than by CSR policies alone. The "ANOVA" table (Table 7) assesses the overall significance of the regression model.

Table 7. ANOVA Summary: Assessing Overall Significance of the Regression Model (Source: Author’s own construction, 2024 (n =259))

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.06	1	7.06	12.91	< .001
	Residual	140.60	257	0.55		
	Total	147.67	258			
(a) Dependent Variable: Training Initiatives (b) Predictors: (Constant), Employee Centric CSR Initiatives						

The regression analysis demonstrates that employee-centric Corporate Social Responsibility (CSR) initiatives have a statistically significant, albeit weak, impact on training initiatives. The regression sum of squares (SSR) is 7.06, indicating the portion of variance in training initiatives explained by CSR. In contrast, the residual sum of squares (SSE) is considerably larger at 140.60, showing that the majority of variance remains unexplained by the model. The total sum of squares (SST), which represents the overall variability in the data, stands at 147.67.

The F-statistics of 12.91, accompanied by a p-value of less than 0.001, confirms that the model is statistically significant at conventional levels (p < 0.05). This suggests that the observed relationship between CSR and training initiatives is unlikely to be due to random chance.

However, despite the model's statistical significance, the practical significance remains limited due to the small proportion of variance explained (R² = 0.048). This indicates that while CSR initiatives may influence training activities, they do so to a minimal extent. The findings reinforce the need for a more holistic and strategically integrated approach if CSR is to serve as a meaningful driver of workforce development within the tourism and geosites sector. The "Coefficients" table (Table 8) provides the details of the regression equation.

Table 8. Regression Output: Coefficient Estimates and Significance (Source: Author’s own construction, 2024 (n =259))

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.593	0.24		15.22	< .001
	Employee Centric CSR Initiatives	0.217	0.06	0.22	3.59	< .001
a Dependent Variable: Training						

The regression output reveals that the constant (intercept) is 3.593, indicating that in the absence of employee-centric Corporate Social Responsibility (CSR) initiatives, the baseline level of training initiatives is predicted to be 3.593 units. The unstandardized coefficient for CSR initiatives is 0.217, suggesting that for each one-unit increase in CSR activity, training initiatives are expected to rise by 0.217 units. The standardized coefficient (Beta = 0.22) further indicates a weak effect size in relation to potential other explanatory variables not included in the model.

The t-statistics of 3.59, coupled with a p-value of less than 0.001, confirm that the effect is statistically significant. This provides empirical support for the proposed relationship between employee-centric CSR and training initiatives and lends moderate backing to Hypothesis 1. However, the magnitude of the effect remains limited, implying that while CSR initiatives do influence training efforts, the strength of this relationship is modest at best. These findings suggest that CSR may play a role in fostering training initiatives but is likely one of several contributing factors. The weak standardized coefficient indicates that other organizational, managerial, or structural dynamics may exert stronger influences.

H2: We assume there is an association between participation in Training programs and Employee Morale levels

The cross-tabulation table (Table 9) examines the relationship between participation in training programs and levels of employee morale. Table 9 Training Participation * Employee Morale Cross tabulation

Table 9. Cross-tabulation of Training Participation and Employee Morale (Source: Author’s own construction, 2024 (n = 259))

		Employee Morale		
		Low	Medium	High
Training Participation	Yes	0	62	64
	No	133	0	0

The distribution of employee morale levels across training participation status reveals a striking pattern. Among employees who participated in training programs, none reported low morale, while 62 reported medium morale and 64 reported high morale. Conversely, all 133 employees who did not participate in any training initiatives reported low morale, with no instances of medium or high morale observed (Table 10). This pronounced contrast strongly suggests a positive association between participation in training programs and elevated employee morale. The absence of low morale among training participants highlights the potential of training initiatives not only to enhance skill sets but also to foster psychological and motivational well-being in the workforce. Meanwhile, the complete lack of morale diversity among non-participants points to a critical area of concern regarding disengagement and dissatisfaction.

Table 10. Chi-Square Tests (Source: Author’s own construction, 2024 (n = 259))

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	259.00	2	< .001
Likelihood Ratio	358.86	2	< .001
Linear-by-Linear Association	212.51	1	< .001
N of Valid Cases	259		

The chi-square tests provide robust statistical support for the association between training participation and employee morale. The Pearson Chi-Square value is 259.00 (df = 2, $p < 0.001$), indicating a highly significant relationship between the two categorical variables. This result is corroborated by the Likelihood Ratio test (358.86, $p < 0.001$) and the Linear-by-Linear Association test (212.51, $p < 0.001$), both of which confirm a strong and statistically significant linear association. The analysis, based on 259 valid cases, reveals a substantial divergence in morale levels depending on training participation status. Notably, no instances of low morale were recorded among employees who participated in training programs, whereas 100% of non-participants reported low morale. This clear dichotomy provides compelling empirical evidence in support of Hypothesis H4, which posits a positive link between training engagement and employee morale.

These findings underscore the importance of training initiatives in improving employee morale.

H3: Influence of Perceived Organizational Support on Turnover Intentions

The descriptive statistics for the hypothesis (Table 11) regarding the influence of perceived organizational support on turnover intentions reveal significant differences across varying levels of support.

Table 11. Descriptive statistics (Source: Author’s own construction, 2024 (n = 259))

Turnover Intention	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Low Organizational Support	98	4.15	0.84	0.09	3.98	4.32
Medium Organizational Support	76	2.89	0.90	0.10	2.69	3.10
High Organizational Support: Scores	85	2.29	1.23	0.13	2.03	2.56
Total	259	3.17	1.28	0.08	3.02	3.33

The analysis demonstrates a clear inverse relationship between perceived organizational support and employee turnover intentions. Employees who reported low levels of support exhibit the highest mean turnover intention score (M = 4.15, SD = 0.84), indicating a strong propensity to leave the organization. In contrast, those perceiving medium support reported a lower mean turnover intention (M = 2.89, SD = 1.01), and employees with high perceived support show the lowest turnover intention (M = 2.29, SD = 1.23). These results suggest a consistent trend: as perceived organizational support increases, the desire to exit the organization decreases.

Standard deviations across groups further clarify the dispersion of responses. The low support group shows less variability, suggesting more uniform dissatisfaction, whereas higher variability in the high support group (SD = 1.23) may reflect differing degrees of contentment or organizational attachment among those generally perceiving strong support.

Confidence intervals reinforce these patterns. The 95% confidence interval for the low support group (3.98–4.32) remains high and narrow, indicating high certainty around high turnover intentions. In contrast, intervals for medium (2.69–3.10) and high (2.03–2.56) support groups show progressively lower values, confirming reduced turnover intentions as support increases. The one-way ANOVA test results (Table 12) provide statistical confirmation of these differences.

Table 12. ANOVA Results for Turnover Intention Across Groups (Source: Author’s own construction, 2024 (n = 259))

Turnover Intention	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	165.67	2	82.84	82.35	< .001
Within Groups	257.51	256	1.01		
Total	423.18	258			

The intergroup differences in turnover intentions are statistically significant ($p < 0.001$), offering empirical support for Hypothesis H3: perceived organizational support significantly influences turnover intentions among employees in tourism-related organizations. Table 12 ANOVA Results for Turnover Intention Across Groups

The one-way ANOVA analysis reinforces the significant role of perceived organizational support in shaping employee turnover intentions. The between-groups sum of squares is 165.67, representing the variance in turnover intention attributable to differences in perceived organizational support (categorized as low, medium, and high). In contrast, the within-groups sum of squares is 257.51, reflecting individual variation within each support level.

The mean square values—82.84 for between-groups and 1.01 for within-groups—yield an F-statistic of 82.35. This high F-value indicates that the variance between groups is substantially greater than the variance within groups. The associated p-value (< 0.001) confirms that these differences are statistically significant at a high level of confidence.

These results offer strong empirical support for Hypothesis H3, affirming that perceived organizational support significantly influences turnover intentions among employees. Specifically, employees who perceive low organizational support are markedly more inclined to consider leaving their jobs, while those with higher levels of perceived support show substantially lower turnover intentions.

The multiple comparisons table (Table 13) using both Tukey HSD and LSD post-hoc tests, reveals significant differences in turnover intentions across different levels of perceived organizational support.

Table 13. Multiple Comparisons of Turnover Intentions Across Perceived Organizational Support Levels Using Tukey HSD and LSD Post-Hoc Tests (Source: Author’s own construction, 2024 (n = 259) (Note: DV = Turnover Intention)

	(I) Organizational Support	(J) Organizational Support	Mean Difference (I-J)	Std. Error	Sig.
Tukey HSD	Low Organizational Support	Medium Organizational Support	1.25832*	0.15	< .001
		High Organizational Support: Scores	1.85894*	0.15	< .001
	Medium Organizational Support	Low Organizational Support	-1.25832*	0.15	< .001
		High Organizational Support: Scores	.60062*	0.16	< .001
	High Organizational Support: Scores	Low Organizational Support	-1.85894*	0.15	< .001
		Medium Organizational Support	-.60062*	0.16	< .001
LSD	Low Organizational Support	Medium Organizational Support	1.25832*	0.15	< .001
		High Organizational Support: Scores	1.85894*	0.15	< .001
	Medium Organizational Support	Low Organizational Support	-1.25832*	0.15	< .001
		High Organizational Support: Scores	.60062*	0.16	< .001
	High Organizational Support: Scores	Low Organizational Support	-1.85894*	0.15	< .001
		Medium Organizational Support	-.60062*	0.16	< .001

* The mean difference is significant at the 0.05 level.

Post-hoc analyses using both Tukey HSD and LSD tests reveal statistically significant differences in turnover intentions across levels of perceived organizational support. Employees perceiving low organizational support exhibit substantially higher turnover intentions compared to those with medium and high support. Specifically, the mean difference between low and medium support groups is 1.258 (SE = 0.15, $p < 0.001$), and between low and high support groups is 1.859 (SE = 0.15, $p < 0.001$), indicating a markedly elevated likelihood of intent to leave among those with low perceived support.

Furthermore, the difference between medium and high support groups is also significant (mean difference = 0.601, SE = 0.16, $p < 0.001$), demonstrating a graded reduction in turnover intentions as perceived organizational support increases.

These consistent findings across multiple post-hoc testing methods robustly confirm Hypothesis H3, underscoring the critical importance of enhancing perceived organizational support to reduce employee turnover intentions. The results emphasize that cultivating a supportive work environment is essential for retaining talent within tourism and geosite-related organizations, where employee commitment directly influences service quality and organizational sustainability.

H4: Training Initiatives significantly moderate the relationship between Organizational Support and Job Satisfaction

A moderation analysis using Hayes’ PROCESS macro (Appendix) model 1 with a sample of 259 participants investigated whether Training Initiatives moderate the relationship between perceived Organizational Support and Job Satisfaction. The results indicate a significant positive main effect of Organizational Support on Job Satisfaction (B = 0.1006, $p = 0.0353$), alongside a robust positive effect of Training Initiatives (B = 0.7908, $p < 0.001$).

Crucially, the interaction term between Organizational Support and Training Initiatives was statistically significant (B = -0.1438, $p = 0.0259$), demonstrating that the strength of the association between Organizational Support and Job Satisfaction depends on the level of Training Initiatives. Simple slope analyses reveal that when Training levels are low or average, Organizational Support significantly enhances Job Satisfaction. However, at high levels of Training, this effect diminishes and becomes nonsignificant. This pattern suggests that Training Initiatives buffer or moderate the impact of Organizational Support on Job Satisfaction, supporting Hypothesis H4.

DISCUSSION

This study provides valuable insights into the interplay between employee-centric Corporate Social Responsibility (CSR) initiatives, perceived organizational support, training, and their collective impact on job satisfaction and employee retention. The findings confirm that CSR initiatives positively influence the availability and uptake of training opportunities, corroborating recent work by Kim et al. (2024), who emphasized CSR’s critical role in fostering

employee development and skill enhancement. This suggests that employees who perceive their organization as socially responsible are more inclined to participate in training, though the modest effect size indicates that other organizational and individual factors also contribute significantly. The results further validate the hypothesis that training initiatives are instrumental in elevating employee morale (H2), echoing the conclusions of Sari et al. (2023) regarding training's capacity to enhance motivation, engagement, and employees' sense of purpose. This reinforces the argument that training programs not only build competencies but also serve as a motivational lever, particularly relevant in sectors such as tourism and geosites where frontline employee engagement critically shapes service quality.

Consistent with Social Exchange Theory (Meira & Hancer, 2021), the study also demonstrates that perceived organizational support plays a decisive role in reducing turnover intentions (H3). Employees who feel supported by their organization exhibit greater commitment and loyalty, which aligns with broader findings linking organizational support to retention. This underscores the strategic importance for tourism-related organizations to cultivate supportive work environments to mitigate high turnover, a persistent challenge in the industry.

Notably, the moderation analysis reveals a nuanced dynamic (H4) in which training initiatives modulate the relationship between organizational support and job satisfaction. While training amplifies the positive impact of support at low to moderate levels, this effect attenuates at higher levels of training, indicating a saturation or diminishing returns phenomenon. This finding enriches the literature by suggesting that beyond a certain threshold, additional training may not yield proportional increases in job satisfaction (Sagheem et al., 2024; Choo et al., 2025). Practitioners should thus balance training investments with other organizational support mechanisms to optimize employee outcomes. Overall, this study contributes to a more integrated understanding of how CSR, organizational support, and training collectively influence key employee attitudes and behaviors in tourism and geosite management contexts.

Managerial Implications

The findings of this study offer several actionable insights for managers in the tourism and geosites sectors, where employee retention, morale, and job satisfaction critically impact service delivery and organizational sustainability.

Firstly, managers should recognize the strategic value of employee-centric CSR initiatives as a catalyst for training participation. By embedding CSR into organizational culture, managers can foster an environment that encourages continuous learning and skill development, which in turn enhances employee morale and engagement. However, given the modest explanatory power of CSR on training uptake, it is crucial to address additional motivational and contextual factors influencing employee development.

Secondly, the clear link between perceived organizational support and reduced turnover intentions underscores the importance of cultivating supportive workplace environments. Managers must prioritize transparent communication, recognition, and resource availability to strengthen employees' perceptions of support. This is especially vital in sectors prone to high turnover, where loss of skilled staff can undermine operational stability and visitor experience.

Thirdly, the moderation effect of training on the relationship between organizational support and job satisfaction highlights the need for a balanced approach to employee development. While investing in training is essential, managers should be wary of overloading employees with excessive training that may lead to diminishing returns in satisfaction and engagement. Instead, training programs should be tailored, relevant, and complemented by other forms of organizational support to sustain motivation and performance.

Finally, managers are encouraged to adopt an integrative HR strategy that simultaneously leverages CSR, training, and organizational support to create a holistic employee experience. Such an approach not only enhances job satisfaction and morale but also mitigates turnover risks, ultimately contributing to the long-term resilience and competitiveness of tourism and geosite organizations.

CONCLUSIONS

This study underscores the significant role of CSR in shaping employee training, job satisfaction, and retention in the hospitality industry. By incorporating strong CSR practices, comprehensive training initiatives, and consistent organizational support, hotels can cultivate a motivated workforce and elevate service quality. The findings provide a strategic framework for hotel managers, emphasizing employee-centric policies that align business success with workforce well-being. The results confirm that CSR initiatives positively influence training participation, as employees who perceive their organization as socially responsible are more likely to engage in professional development.

However, the relatively small effect size suggests that other organizational factors, such as leadership and job design, also play a role in training engagement. Training initiatives were found to boost employee morale, enhancing motivation, engagement, and purpose within the workplace. This aligns with research on continuous learning's positive impact on employee well-being. Additionally, perceived organizational support is vital in reducing turnover intentions. Employees who feel supported through career development, recognition, and well-being initiatives are less likely to leave, highlighting the importance of a supportive work environment in fostering long-term commitment.

Moreover, the study reveals that training moderates the relationship between organizational support and job satisfaction, strengthening the connection at first. However, its impact weakens at higher levels, suggesting a saturation effect. This implies that while training remains important, it should be complemented by other engagement strategies to maximize its benefits. In conclusion, the study advocates for a holistic approach combining CSR initiatives, training programs, and robust support systems. This approach not only enhances employee well-being and job satisfaction but also reduces turnover, contributing to sustainable organizational success.

Limitations and Future Research Directions

While this study provides valuable insights into the relationship between CSR initiatives and employee experience, several limitations should be acknowledged. First, the research was conducted within a single hotel group, A participating hotel in this study and its partner MFT, which restricts the broader applicability of the findings.

Second, the study mainly examined training as a mediating factor influencing job satisfaction and turnover intentions. However, employee experience is multifaceted, and other variables—such as leadership style, organizational justice, psychological safety, and work-life balance—were not considered.

Third, the use of a cross-sectional design limits the ability to draw causal conclusions. Longitudinal research is needed to explore whether such initiatives have sustained effects on employee engagement, retention, and organizational performance.

Finally, this study relied on self-reported data, which can introduce response bias or social desirability effects, especially in topics like CSR where participants may feel pressure to respond positively. Future research might consider combining survey data with qualitative interviews or organizational performance metrics to triangulate findings and reduce bias.

Appendix

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 1 Y : Job_Sat X : Org_Sup W : Training

Sample Size: 259

OUTCOME VARIABLE:

Job_Sat Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7900	.6241	.2245	141.1412	3.0000	255.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI	
constant	4.4185	.0295	149.9412	.0000	4.3604	4.4765	
Org_Sup	.1006	.0475	2.1167	.0353	.0070	.1941	
Training	.7908	.0391	20.2082	.0000	.7137	.8678	
Int_1	-.1438	.0642	-2.2404	.0259	-.2702	-.0174	

Product terms key:

Int_1 : Org_Sup x Training

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0074	5.0196	1.0000	255.0000	.0259

Focal predict: Org_Sup (X) Mod var: Training (W)

Conditional effects of the focal predictor at values of the moderator(s):

Training	Effect	se	t	p	LLCI	ULCI
-.7565	.2094	.0716	2.9224	.0038	.0683	.3504
.0000	.1006	.0475	2.1167	.0353	.0070	.1941
.5746	.0179	.0568	.3159	.7523	-.0939	.1298

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

Org_Sup Training Job_Sat .

BEGIN DATA.

-.6253	-.7565	3.6893	.0000	-.7565	3.8202
.5210	-.7565	3.9293	-.6253	.0000	4.3556
.0000	.0000	4.4185	.5210	.0000	4.4709
-.6253	.5746	4.8617	.0000	.5746	4.8729
.5210	.5746	4.8822			

END DATA.

GRAPH/SCATTERPLOT = Org_Sup WITH Job_Sat BY Training .

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output: 95.0000

W values in conditional tables are 1 SD below the mean, the mean, and the maximum.

NOTE: One SD above the mean is above the maximum observed in the data for W,

so the maximum measurement for W is used for conditioning instead.

NOTE: The following variables were mean centered prior to analysis: Training Org_Sup

----- END MATRIX -----

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