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Corporate social responsibility and employee well-being in hotel industry: A mediation of job satisfaction

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ABSTRACT

This study aims to investigate the impact of Corporate Social Responsibility（CSR）on the well-being of employees in the hotel industry. To shed light on the ways in which CSR improves employee well-being, an integrated model examining the mediating effect of job satisfaction was created. This study collected data through a structured questionnaire, and responses were collected randomly from 285 hotel managers and front-line workers of three-star hotels and above in Nanning, China. Data were analyzed using Structural Equation Modeling (SEM) method. Our research outcomes suggest that undertaking Corporate Social Responsibility（CSR）initiatives not only directly improves Employee Well-being (EWB), including Life Well-being (LWB), Workplace Well-being (WWB) and Psychological Well-being (PWB), but it also enhances employees' positive emotional states through increasing Job Satisfaction (JB). Corporate social responsibility has a significant impact on employee well-being (β=0.235, p<0.05) and job satisfaction (β=0.557, p<0.05), and job satisfaction plays an intermediary role between corporate social responsibility and employee well-being. The indirect effect value of CSR--JS--EWB was 0.251, which did not include 0 in the Lower and Upper value ranges of 95% CI, and p<0.05 indicated mediating significance. This study includes employee well-being into the reaction factors of corporate social responsibility, introduces the action mechanism of job satisfaction, broadens the research perspective of corporate social responsibility, enriches and improves the research on the action mechanism and empirical research between corporate social responsibility and employee well-being. The study has vital theoretical implications and provides valuable guidelines for hotel managers to reduce the adverse effects of CSR on employee well-being.

Keywords: Corporate Social Responsibility, Job Satisfaction, Employee Well-being, Hotel Industry

Introduction

The hotel industry in China has entered a golden age in the 21st century, marked by rapid growth, fierce competition, significant tax revenue generation, and job creation, contributing to the tourism sector. According to the survey, the hotel industry creates 16.68 billion yuan of tax revenue for the national finance every year, and provides about 1.51 million employment opportunities for the society every year, which has good social effect (Peilin & Chen,2021). In the field of industrial management, more and more enterprise leaders have realized that the happiness index of employees has a profound impact on the relationship between enterprises and employees, and is the basic guarantee for the sustainable development of enterprises. In labor-intensive and demanding fields like hospitality, where workers are more likely to encounter stressful circumstances, employee well-being is crucial (Hayat & Afshari, 2021). Businesses in the tourism and hospitality industries can only offer their clients high-quality services if their employees are loyal, content, and committed. Workers who believe that their company values their health are better able to treat clients with the same consideration, which will improve customer satisfaction (Yang, Kim, Min, & Hernandez-Calderon, 2021).

There has been a significant rise in the amount of attention that society has devoted to the idea of corporate social responsibility over the course of the past few years. This is a direct outcome of the fact that individuals have become more aware of the importance of social responsibility. Researchers in the academic world have demonstrated, over the course of history, that the practice of corporate social responsibility is advantageous to the growth of businesses in a manner that is sustainable. There is still a paucity of research on the implementation of corporate social responsibility (CSR) and the repercussions of doing so across Asia (Zhang et al., 2024). This is despite the fact that CSR is becoming an increasingly significant concept.

At the same time, research on the influence of CSR on enterprises has concentrated more on financial performance and external stakeholders, ignoring their employee outcomes (Wong, Koseoglu & Kim, 2021). Indeed, in addition to client expectations of corporate social responsibility, future employees will examine the company's social responsibility while selecting a position. Su and Swanson advocate for further research on the social aspects of corporate social responsibility, particularly employee well-being (Su, Swanson, 2019). Research shows that employee well-being not only affects employee attitudes and behavior, but is also important for the success of an organization. Therefore, it is important for companies to understand how their programs affect employee well-being.

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Despite the fact that organizational studies have identified employee well-being (EWB) as an important research issue (Sharma, Kong, & Kingshott, 2016), there are still few studies examining how CSR affects EWB, particularly in the hotel industry (Hu, Liu, & Qu, 2019; Su & Swanson, 2019). Some scholars believe that corporate social responsibility can provide a way to better understand employee well-being. For employees, the working environment of the enterprise has an important impact on the work, life and psychology of employees. However, there are still few researches on corporate social responsibility and employee well-being in China (Wu Dingyu & He Li, 2023). This study seeks to investigate how Corporate Social Responsibility (CSR) impacts job satisfaction and employee well-being in hotel industry, formulate the hypothesis that there is a significant effect on job satisfaction and employee well-being.

Literature review

Literature review of corporate social responsibility and job satisfaction in affecting employee well-being

The Association between corporate social responsibility and employee well-being

According to Dahlsrud (2008), corporate social responsibility (CSR) has been articulated in relation to a wide variety of various dimensions; nonetheless, this concept has traditionally been understood to encompass an organization's "environmental, social, economic, stakeholder, and voluntariness" components (Dahlsrud, 2008). In general, corporate social responsibility (CSR) refers to the commitment of a company to engage in activities that contribute to the improvement of social and environmental conditions as well as the general well-being of its employees and the community (Islam et al., 2016). According to this research, there are three components that make up the concept of corporate social responsibility: economic responsibility, social duty, and environmental responsibility. Staff members LWB is for living well-being, WWB stands for workplace well-being, and PWB stands for psychological well-being. Well-being is comprised of these three components.

A cross-layer study based on 329 valid samples from 40 companies found that CSR has a significant positive impact on employee well-being (Zhu Yueqiao & Zhou Zucheng,2020). Based on a survey of 326 employees from hotel managers and front-line employees in Punjab, Pakistan, data were analyzed using Structural Equation Modeling (SEM) method. The research

shows that CSR has a positive significant association with employee well-being (EWB) (Hayat & Afshari, 2022). Internal corporate social responsibility (CSR) has a favorable impact on employee well-being (Ramdhan et al., 2022). When employees cooperate with companies willing to undertake social responsibility, they will feel safe and comfortable, and the CSR environment can create a way for employees to realize their self-worth, thus promoting their happiness (Wu Dingyu, He li, 2023). Corporate social responsibility positively affects employee well-being by enhancing organizational trust, identification, well-being, and promoting innovative work practices, leading to increased creativity and job satisfaction (Quoc et al, 2023). The impact of employee-oriented CSR in the hospitality industry positively influences quality of life, indicating a potential correlation between CSR and employee well-being (Manuel et al., 2023). Corporate social responsibility enhances employee well-being by creating a peaceful environment, trust, and good management-labor relationships, leading to loyal employees and improved quality of life (Sathiya er al., 2024).

Actively undertaking corporate social responsibility means that enterprises are willing to provide employees with good welfare and remuneration, fair promotion mechanism, etc., hoping to establish a responsible and responsible corporate image in the public center, and bring employees "tangible and intangible resources" such as quality corporate employee status. Kim et al believes that positive corporate social responsibility can improve the quality of employees' work life. For employees, their perception of the connection between themselves and their work and the opportunity for job development will affect their emotional state and thus their well-being (Kim et al, 2019). At the same time, researchers clarify the impact of corporate social responsibility on employee well-being from the perspectives of life well-being, work well-being and psychological well-being, which helps to encourage enterprises to actively implement corporate social responsibility behaviors, and is conducive to achieving win-win results and sustainable development of enterprises (He Li, 2022). The evidences above provided an understanding about the impact of corporate social responsibility on the employee well-being. Based on the above analysis, this study proposes the following hypothesis:

H1: There is a significant effect of corporate social responsibility on employee well-being.

2.2 Corporate social responsibility and job satisfaction

Literature suggests that employee attitude and behaviors such as job satisfaction (JS) is affected by CSR. Previous research on the impact of CSR on employee outcomes discovered that working for CSR-focused organizations improves employees' perceptions of their performance and the reputation of their organization, resulting in increased job satisfaction (Gond, El

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Akremi, Swaen, and Babu, 2017). Despite growing interest in corporate social responsibility (CSR) and its impact on employee attitudes and conduct, there is only a limited amount of research accessible on the micro-level of CSR. Employees' perceptions of CSR encourage authority to be fair in all actions, which improves employees' level of satisfaction by collecting data from the employees of the banking sector of Pakistan (Asghar et al., 2022). The sample consisted of 434 employees working in private and public organizations in Kosovo, employee perceptions of corporate social responsibility (CSR) are positively associated to perceived ethical leadership and job satisfaction, but adversely related to perceived organizational corruption (Tafolli & Grabner-Kräuter, 2020). Based on a sample survey of 344 junior employees, the study found a direct positive and substantial association between employee CSR perceptions and extrinsic and intrinsic job satisfaction through structural equation modeling (SEM). Extrinsic job satisfaction (EJS) is generated from external chances for job advancement. Alternatively, intrinsic job satisfaction (IJS) derives from personal motivators such as conscience, motivation, and self-fulfillment requirements; this tends to be obtained within oneself, as such drives are intangible, subjective, and personal (Al-Madadha et al., 2023). There is a significant impact of Internal Corporate Social Responsibility (ICSR) on Job Satisfaction (JS) from 130 employees in the hotel industry in Sri Lanka through partial least squares structural equation modelling technique, the study investigates the impact of internal CSR on employees' turnover intention. (Fernando, & Danthanarayana, 2022). Based on the above analysis, this study proposes the following hypothesis:

H2: There is a significant effect of corporate social responsibility on job satisfaction.

2.3 The Association between job satisfaction and employee well-being

A key component of increasing productivity in any firm is workplace happiness. Data for the study was obtained and analyzed from a sample of 515 telecoms workers from Pakistan using a structured questionnaire through Structural Equation Modeling via SPSS 22 and Smart-PLS 3.0. The study found that employee job satisfaction has a positive and significant influence on happiness at work (Sohail Butt et al., 2020). This relationship included factors including compensation, advancement, fringe benefits, contingent rewards, working environment, coworkers, nature of work, and communication. When it comes to job happiness and overall welfare, public school teachers outperform their private school counterparts (Hussain et al., 2022). Based on the above analysis, this study proposes the following hypothesis:

H3: There is a significant effect of job satisfaction on employee well-being.

2.4 Job satisfaction mediates corporate social responsibility and employee well-being

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Employee job satisfaction (JS) and employee work behavior (EWB) have been found to have clear relationships in a number of organizational research (Vandenberg & Lance, 1992). Even while there is a growing body of research demonstrating that JS can explain the influence that CSR activities have on employee well-being, previous studies have mostly disregarded the mediating functions that the components play. As a result, the purpose of the current study is to shed light on the connection between CSR and EWB by exploring the mediating function of JS.

In Punjab, Pakistan, hotel management and front-line staff provided the data (N = 326). The Structural Equation Modeling (SEM) method was used to analyze the data. According to the findings, putting CSR initiatives into practice not only directly raises employee well-being but also elevates their positive emotional states by increasing job satisfaction and organizational commitment. Job satisfaction   mediates the relationship between CSR and employee well-being (EWB) (Hayat & Afshari, 2022). In Punjab, Pakistan, frontline employees and hotel management provided data (N = 326). The Structural Equation Modeling (SEM) approach was used to analyze the data. Our study's findings indicate that taking part in CSR initiatives improves employees' positive emotional states and increases job satisfaction and organizational dedication in addition to immediately enhancing their well-being. There is a considerable positive correlation between CSR and job satisfaction (JS). The well-being of employees is positively impacted by their job satisfaction (JS) (EWB). The association between CSR and employee well-being (EWB) is mediated by job satisfaction (JS). (Hayat & Afshari, 2022). Additionally, prior studies have identified a number of benefits that workers at socially conscious companies can have, such as increased self-esteem and satisfaction (Appiah, 2019). Employees who are satisfied with a profession that directly or indirectly benefits society are more inclined to participate in society, resulting in pleasant emotional states and psychological well-being (Appiah, 2019). Based on the above analysis, this study proposes the following hypothesis:

H4: Job satisfaction has mediating effects between corporate social responsibility and employee well-being.

Methods

For the purpose of this study, the quantitative research methodology was utilized, and the questionnaire survey method was utilized. Questionnaires were distributed to participants in order to collect data for this study. Online distribution of the questionnaire was carried out by means of Questionnaire Star. Hotel staff members were able to access the questionnaire page

by means of a QR code that was shared on their mobile devices, and they were responsible for completing the questionnaire on their own. There are a total of 326 employees working at three-star hotels and higher in Nanning, China. These employees range from waiters to managers. individuals who have worked in the specific hotel for a minimum of six months were chosen for the position. On the other hand, there were only 285 replies that were received, which results in a response rate of 87.42%, which was deemed appropriate for this research. Table 1 displays the respondent's profile for your evaluation.

Table 1. Demographic profile of the respondents.

Demographic variables	category	Number of respondents	Percent
Gender	Male	76	26.7
	Female	209	73.3
Age	18-25	108	37.9
	26-30	80	28.1
	31-40	60	21.1
	41-50	28	9.8
	≥51	9	3.1
Hotel category	Three-star hotel	169	59.3
	Four-star hotel	71	24.9
	Five-star hotel	45	15.8
Educational level	High school or below	13	4.6
	Junior college	142	49.8
	Undergraduate course	113	39.6
	Graduate student	17	6
Department	Front office	61	21.4
	Food and beverage department	90	31.6
	Housekeeping department	36	12.6
	Management department	29	10.2
	Other departments	69	24.2
Job position	Front-line staff	194	68.1
	Be in charge	46	16.1
	Middle management	26	9.1
	Top management	19	6.7

Marital status	unmarried	164	57.5
	Be married	121	42.5
Work experience	Less than 1 year	80	28.1
	1-5 years	111	38.9
	6 to 10 years	25	8.8
	11 to 15 years	44	15.4
	16-20 years	14	4.9
	More than 20 years	11	3.9
Monthly salary	Less than 3000 yuan	73	25.6
	3000-yuan -5000 yuan	107	37.5
	50001-yuan -7000 yuan	40	14
	7001-yuan -10000 yuan	48	16.8
	More than 10,000 yuan	17	6
Working hours per day	≤8 hours	94	33
	9 hours	87	30.5
	10 hours	75	26.3
	11 hours	16	5.6
	≥12 hours	13	4.6

Source: Authors own data

Results

4.1 Reliability analysis

Taking into consideration the three concepts of Corporate Social Responsibility, Job Satisfaction, and Employee Well-being, the questionnaire was developed, and it was structured accordingly. Corporate Social Responsibility (CSR) was evaluated using nine items by Patricia Martínez et al. in 2013. Job Satisfaction (JS) was examined using five items by Kuang Jiaqing in 2014. Employee Well-being (EWB) was evaluated using nine items by Zheng Xiaoming et al. in what was published in 2015. According to the findings of this research, the well-being of employees is broken down into three distinct dimensions: living well-being (LWB), work well-being (WWB), and psychological well-being (PWB). Each of these categories is measured using three different items. On the five-point unmarked Likter scale, the respondents were asked to indicate their opinions regarding the statements that were pertinent to the interview. On a scale starting at one (strongly disagreed) and going all the way up to five (strongly agreed), each and every item is given a rating.

For the purpose of this investigation, the primary elements were evaluated using scales; hence, the examination of the data quality of the results that were measured is an essential premise that must be met in order to guarantee the significance of the subsequent analysis. In the first step of the process, the reliability test known as Cronbach's Alpha coefficient was utilized to examine the internal consistency of each dimension. At any one time, the clone Bach coefficient can take on any value between 0 and 1. There is a correlation between the coefficient value of the test result and the level of dependability present. When it comes to variables, it is generally accepted that the Cronbach's Alpha coefficient needs to be higher than 0.7 in order for them to have decent dependability. Table 2 presents the results of an analysis of the reliability of the CSR influence on JS and EWB.

Table 2. Reliability analysis

Variable	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
CSR	CSR1	0.751	0.92	0.929
	CSR8	0.789	0.918	
	CSR2	0.654	0.926	
	CSR3	0.739	0.921	
	CSR4	0.705	0.923	
	CSR5	0.758	0.92	
	CSR6	0.693	0.924	
	CSR7	0.713	0.923	
	CSR9	0.85	0.914	
JS	JS1	0.755	0.849	0.883
	JS2	0.71	0.861	
	JS3	0.691	0.864	
	JS4	0.748	0.851	
	JS5	0.697	0.863	
LWB	EWB1	0.734	0.774	0.849
	EWB2	0.732	0.775	
	EWB3	0.688	0.819	
WWB	EWB4	0.759	0.802	0.867
	EWB5	0.77	0.793	
	EWB6	0.712	0.846	

PWB	EWB7	0.793	0.752	0.861
	EWB8	0.743	0.8	
	EWB9	0.678	0.859	

Source: Authors own data

Note: Corporate Social Responsibility (CSR) , Job Satisfaction (JS) , Life Well-being (LWB), Work Well-being (WWB) , Psychological Well-being(PWB).

As can be observed from the table that is located above, the Cronbach's Alpha coefficient of each variable is higher than the usual value of 0.7. This indicates that the variable possesses a high level of dependability with regard to its internal consistency. Because the CITC is greater than 0.5, it may be concluded that the measuring items satisfy the requirements of the research. In the context of the "delete Cronbach's Alpha value of this item" perspective, the deletion of any question will not result in an increase in the Cronbach's Alpha value. This is an indication that the variable possesses a high degree of dependability.

4.2 Confirmatory Factor Analysis

The Confirmatory Factor Analysis (CFA) is a statistical procedure that is utilized to examine the connection between the variables that have been seen and the variables that could be observed. For this reason, confirmatory factor analysis (CFA) is selected as the method to do additional validity testing. In order to evaluate the convergence validity of the measurement tool, it is necessary to determine whether the observed variable is capable of offering an accurate measurement of the underlying variable. There are a total of 23 measurement questions included in this study, which includes a total of 5 dimensions. Following the completion of confirmatory factor analysis with amos26.0, the following table 3 and figure 1 are obtained.

Figure 1. Initial Overall Measurement Model
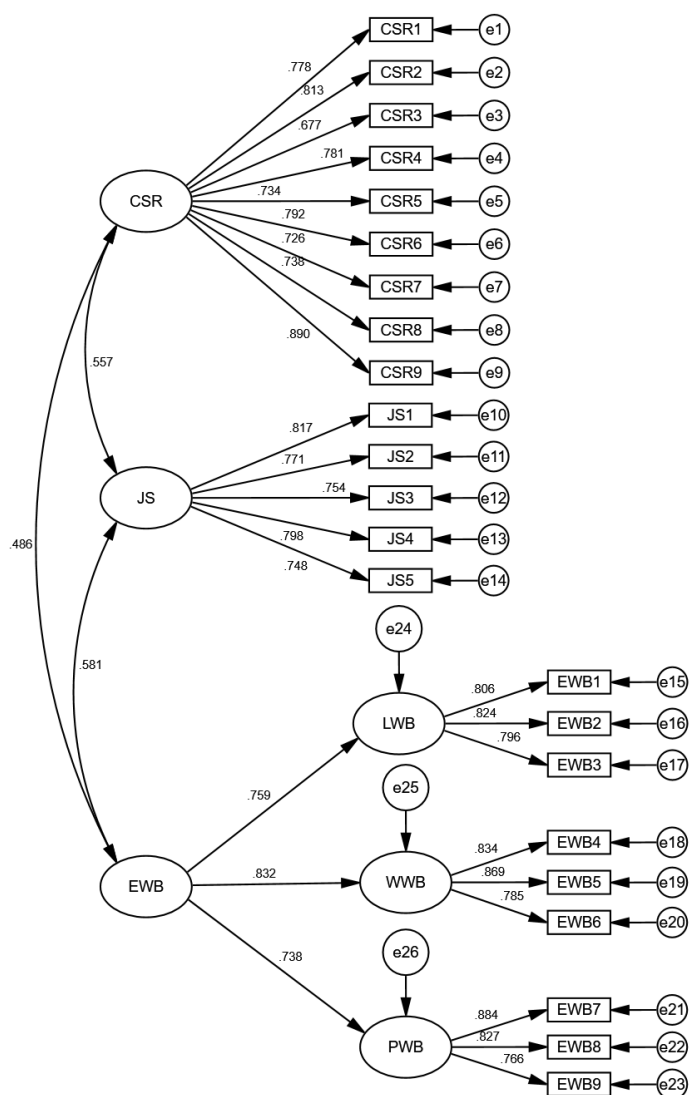
Source: Authors own data

Table 3. Fit degree of confirmatory factor model

Model fit	Recommended values	Measurement model	Resut
CMIN	——	273.637	——
DF	——	224	——
CMIN/DF	<3	1.222	Accept
SRMR	<0.08	0.061	Accept
GFI	>0.9	0.921	Accept
AGFI	>0.9	0.903	Accept
NFI	>0.9	0.935	Accept
IFI	>0.9	0.987	Accept

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TLI	>0.9	0.986	Accept
CFI	>0.9	0.987	Accept
PCFI	>0.5	0.874	Accept
PGFI	>0.5	0.748	Accept
RMSEA	<0.08	0.028	Accept

Source: Authors own data

According to the data presented in the table above, the CMIN/DF ratio is 1.222, which is lower than the standard of 3. The GFI, AGFI, NFI, TLI, IFI, and CFI are all larger than 0.9, while the PCFI and PGFI are both greater than 0.5. The RMR is 0.061, which is lower than 0.08, and the RMSEA is 0.028, which is also lower than 0.08. Because each fitting index satisfies the general research criteria, it is possible to conclude that the model is a good match for the data.

Table 4. CFA Report for Each Construct in the Model

Construct	Item	Factor loading	CR	AVE
CSR	CSR1	0.778	0.93	0.596
	CSR2	0.813		
	CSR3	0.677		
	CSR4	0.781		
	CSR5	0.734		
	CSR6	0.792		
	CSR7	0.726		
	CSR8	0.738		
	CSR9	0.89		
JS	JS1	0.817	0.885	0.605
	JS2	0.771		
	JS3	0.754		
	JS4	0.798		
	JS5	0.748		
EWB	LWB	0.759	0.82	0.604
	WWB	0.832		
	PWB	0.738		
LWB	EWB1	0.806	0.85	0.654
	EWB2	0.824		
	EWB3	0.796		

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WWB	EWB4	0.834	0.869	0.689
	EWB5	0.869		
	EWB6	0.785		
PWB	EWB7	0.884	0.866	0.684
	EWB8	0.827		
	EWB9	0.766		

Source: Authors own data

As can be observed from the table that is located above, the Cronbach's Alpha coefficient of each variable is higher than the standard of 0.7, which indicates that the variable possesses a high level of dependability in terms of its internal consistency. Each variable possesses a high degree of convergence validity, as evidenced by the fact that the standardized factor load of each measurement index is greater than 0.6, the component reliability (CR) is greater than 0.7, and the average variation extraction (AVE) is greater than 0.5.

4.3 Discriminant validity

A more stringent version of the AVE approach was utilized in this investigation in order to assess the discriminative validity. According to Fornell and Larcker (1981), in order to demonstrate that there is discriminative validity among factors, the square root of the AVE for each component must be greater than the correlation coefficient for each pair of variables. As a result of the fact that the AVE square root of each factor is higher than the standardized correlation coefficient outside of the diagonal line, this study continues to have differential validity. The correlation coefficient is shown by the bottom oblique triangle. The fifth table is presented below.

Table 5. Discriminant validity

Discriminant validity

	CSR	JS	EWB
CSR	0.772		
JS	.500**	0.778	
EWB	.402**	.480**	0.777

Source: Authors own data

4.4 Structural equation model

In this particular investigation, the structural equation model analysis was carried out with

AMOS26.0, and the estimation was carried out with the maximum likelihood approach. Figure 2 illustrates the findings that were obtained.

Figure 2. Structural equation model
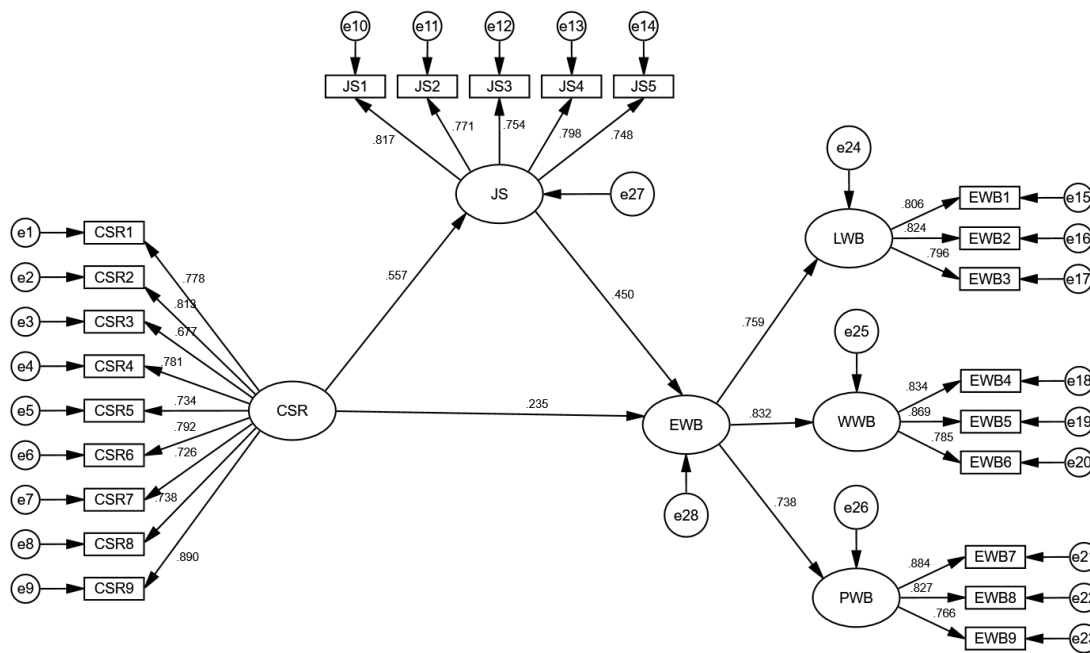Source: Authors own data

Table 6. Structural equation model fit degree

Model fit	Recommended values	Structural model	Resut
CMIN	——	273.637	——
DF	——	224	——
CMIN/DF	<3	1.222	Accept
SRMR	<0.08	0.061	Accept
GFI	>0.9	0.921	Accept
AGFI	>0.9	0.903	Accept
NFI	>0.9	0.935	Accept
IFI	>0.9	0.987	Accept
TLI	>0.9	0.986	Accept
CFI	>0.9	0.987	Accept
PCFI	>0.5	0.874	Accept

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| PGFI | >0.5 | 0.748 | Accept |
| RMSEA | <0.08 | 0.028 | Yes |

Source: Authors own data

According to the data presented in the table above, the CMIN/DF ratio is 1.222, which is lower than the standard of 3. The GFI, AGFI, NFI, TLI, IFI, and CFI are all larger than 0.9, while the PCFI and PGFI are both greater than 0.5. The RMR is 0.061, which is lower than 0.08, and the RMSEA is 0.028, which is also lower than 0.08. Because each fitting index satisfies the general research criteria, it is possible to conclude that the model is a good match for the data.

Table 7. Path coefficient

Path			Standardization coefficient (β)	Unstandardization coefficient (B)	S.E.	C.R.	P	Result
JS	<---	CSR	0.557	0.581	0.069	8.459	***	Support
EWB	<---	CSR	0.235	0.191	0.063	3.027	0.002	Support
EWB	<---	JS	0.45	0.349	0.067	5.216	***	Support

Source: Authors own data

The data presented in the table above demonstrates that there is a noteworthy beneficial impact of CSR on JS (β=0.557, p<0.05), so confirming the validity of the hypothesis. The hypothesis was found to be correct on the basis of the fact that CSR had a substantial positive influence on EWB (β=0.235, p<0.05). The hypothesis was found to be correct on the basis of the fact that JS had a substantial positive influence on EWB (β=0.45, p<0.05). Life well-being, job well-being, and psychological well-being are the three categories that make up the employee well-being that is investigated in this study. As a result of CSR, LWB, WWB, and PWB are all significantly impacted. Figure 3 depicts the relationship that exists between the two of them.

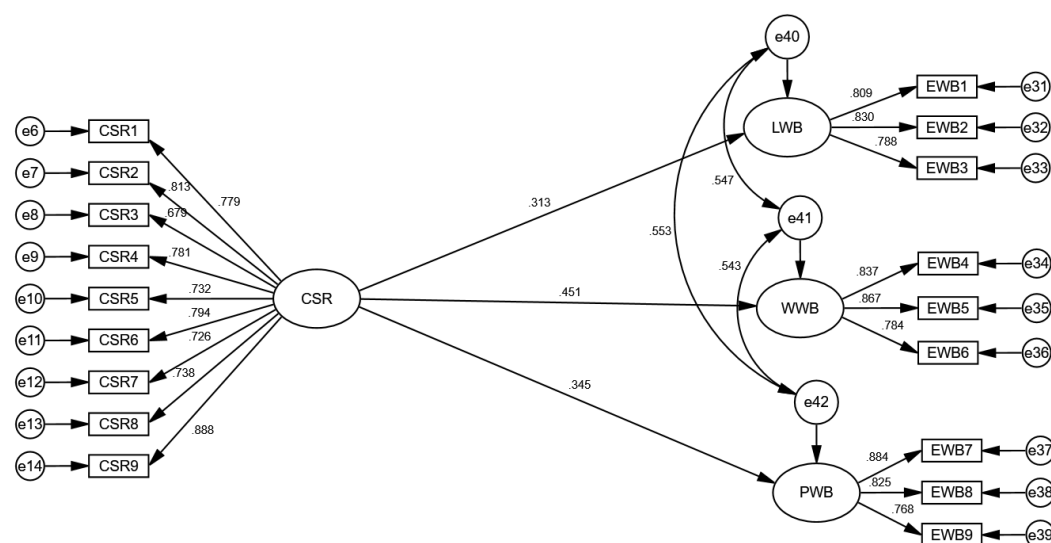Figure 3. Modified Structural Equation Model

Source: Authors own data

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Table 8. Structural equation model fit degree

Model fit	Recommended values	Structural model	Resut
CMIN	——	182.637	——
DF	——	129	——
CMIN/DF	<3	1.416	Accept
SRMR	<0.08	0.061	Accept
GFI	>0.9	0.930	Accept
AGFI	>0.9	0.907	Accept
NFI	>0.9	0.944	Accept
IFI	>0.9	0.983	Accept
TLI	>0.9	0.980	Accept
CFI	>0.9	0.983	Accept
PCFI	>0.5	0.829	Accept
PGFI	>0.5	0.702	Accept
RMSEA	<0.08	0.038	Accept

Source: Authors own data

CMIN/DF is 1.416, which is lower than the criteria of below 3; GFI, AGFI, NFI, TLI, IFI, and CFI all reach the standard of above 0.9; PCFI and PGFI are all higher than 0.5; RMR is 0.061, which is lower than 0.08; and RMSEA is 0.038, which is lower than 0.08. All of these values may be viewed in the table that is located above. Because each fitting index satisfies the general

research criteria, it is possible to conclude that the model is a good match for the data.

Table 9. Path coefficient

Path			Standardization coefficient (β)	Unstandardization coefficient (B)	S.E.	C.R.	P	Result
LWB	<---	CSR	0.313	0.335	0.071	4.686	***	Support
WWB	<---	CSR	0.451	0.555	0.081	6.859	***	Support
PWB	<---	CSR	0.345	0.373	0.07	5.305	***	Support

Source: Authors own data

According to the data presented in the table above, it is evident that CSR exerts a noteworthy and favorable impact on LWB (β=0.313, p<0.05), hence confirming the validity of the hypothesis. The hypothesis was found to be valid on the basis of the fact that CSR had a substantial positive influence on WWB (β=0.451, p<0.05). The impact of CSR on PWB was found to be statistically significant (β=0.345, p<0.05), indicating that the hypothesis was correct.

4.5 Mediating test

For the purpose of confirming the mediation effect, this study made use of the bootstrapping method. Based on the findings of the research, it can be concluded that the direct, intermediate, and total effects are significantly present if the bootstrap confidence interval does not contain the value 0. It was determined that the level value under 95% confidence was produced by running the Bootstrap technique 5000 times in AMOS26.0. The results are displayed in the following table 10.

Table 10. Mediating test

Mediating test

Path	Estimate	SE	Bootstrap=5000 95%CI		P
			Lower	Upper	
CSR-EWB	0.486	0.059	0.363	0.593	0.001
CSR-JS-EWB	0.251	0.060	0.147	0.383	0.000
CSR-EWB	0.235	0.085	0.066	0.399	0.007

Source: Authors own data

The total effect size of CSR--EWB is 0.486, as can be seen in the table above. This number does not include 0 in either the Lower or Upper value ranges of the 95% confidence interval. Furthermore, the fact that the p-value is less than 0.05 suggests that the entire effect is statistically significant. CSR--JS--EWB had an indirect effect value of 0.251, which did not include 0 in either the lower or upper value ranges of the 95% confidence interval. Furthermore, the significance of mediating was demonstrated by a p-value of less than 0.05. Direct significance was shown by a p-value of less than 0.05, which suggested that the direct effect value of CSR--EWB was 0.235. This value did not include a value of 0 in either the lower or upper value ranges of the 95% confidence interval. A portion of the role of an intermediary between CSR and EWB is played by JS.

Discussion

This study includes employee well-being into the reaction factors of corporate social responsibility, introduces the action mechanism of job satisfaction, broadens the research perspective of corporate social responsibility, enriches and improves the research on the action mechanism and empirical research between corporate social responsibility and employee well-being, and mainly draws the high level of well-being, including a high level of life well-being, work well-being, and psychological well-being, is achieved by employees with the assistance of corporate social responsibility (CSR). Employees are more likely to receive the positive information that enterprises attach importance to employees or employees of high-quality enterprises when enterprises actively undertake social responsibilities of their own. This is conducive to employee well-being and other positive attitudes; job satisfaction plays an intermediary role between corporate social responsibility and employee well-being.

The active assumption of social duties by businesses, which contributes to the enhancement of employees' levels of happiness in their work environment, and the subsequent promotion of employees to achieve a greater level of well-being. The only way for businesses in the tourism and hospitality industries to deliver exceptional service to their clients is if they have staff who are committed, happy, and loyal to the company. When employees believe that their employer is concerned about their health and happiness, they are more likely to demonstrate the same level of concern to customers, which ultimately results in an improved experience for the customer (Yang, Kim, Min, & Hernandez-Calderon, 2021). The study focuses on the ways in which corporate social responsibility (CSR) might have an effect on the well-being of hotel employees. Job satisfaction is found to play a role in mediating the relationship between CSR and EWB. Among the most important findings of this research is a contribution to the existing

body of literature concerning the influence of corporate social responsibility on the health and happiness of hotel staff members. The alignment of corporate social responsibility practices with the global Sustainable Development Goals is a vital step that must be taken by both academics and practitioners in order to encourage responsible corporate conduct across a variety of industries in Asia (Zhang K. Hao, 2024).

While the outcomes of the study appear to be encouraging, it is important to realize that there are certain limitations. To begin, the fact that the survey was conducted in a cross-sectional fashion raises questions about the validity of the inferences taken from the findings of the study. This research makes use of cross-sectional data and questionnaires, both of which may restrict the ability to draw conclusions about causality. It is possible that cross-sectional studies do not capture this dynamic since the relationship between corporate social responsibility practices and the well-being of employees may shift over time. Therefore, an analysis of the relationships that were suggested in the study can be carried out in subsequent research utilizing either a longitudinal or experimental research methodology. Through the use of a longitudinal method in subsequent study, it will be possible to gain a greater understanding of the long-term impact that CSR initiatives have. The second limitation of the study is that it only looked at organizational issues, not human characteristics or social components. The characteristics that influence employee well-being could be investigated in future research from a number of viewpoints, and the studies could potentially span the entire hospitality industry in order to provide a more comprehensive picture. In the third place, this research investigates the influence that the overall corporate social responsibility of the hotel sector has on the happiness of its employees. However, it is possible that the influence of corporate social responsibility on employee happiness may vary depending on the industry and the type of stakeholders involved. The relationship between the two can be investigated in subsequent studies from the point of view of other industries and perspectives. Lastly, this study was one of the first attempts to investigate the significance of the concept of corporate social responsibility (CSR) in Eastern culture. Additional Eastern contexts could be the subject of further research in the future. Through the utilization of a cross-comparison method, they are also able to delve more deeply into the function of culture.

Conclusion

The results of our study indicate that when companies engage in Corporate Social Responsibility (CSR), it has a multiplicative effect on employee well-being. This means that it improves life well-being, workplace well-being, and psychological well-being. Additionally, it

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boosts job satisfaction, which in turn improves employees' positive emotional states. The effects of corporate social responsibility on employee well-being and work satisfaction are statistically significant (β=0.235, p<0.05) and (β=0.557, p<0.05), respectively. Additionally, job satisfaction acts as a mediator between corporate social responsibility and employee well-being. The mediating importance was suggested by an indirect effect value of 0.251 for CSR--JS--EWB, which did not fall under the 0 range in the 95% confidence interval, and p<0.05. Incorporating employee well-being into CSR reaction factors, this study also introduces the action mechanism of job satisfaction, expands CSR research perspective, improves and enriches action mechanism research, and establishes a stronger empirical relationship between CSR and employee well-being. There are important theoretical ramifications to the study, and hotel management should use the recommendations to lessen the negative impact of CSR on staff health and happiness.

Further investigations needed to study the effects of CSR programs in the long run if future research uses a longitudinal approach. The limitation of the study was its exclusive emphasis on organizational issues, to the exclusion of any consideration of human characteristics or social factors. As a whole, the hospitality industry might be the subject of future studies that attempt to fill in the gaps in our understanding of what factors impact employee well-being. Lastly, this research investigates how the hotel industry's CSR initiatives affect workers' happiness on the job. Corporate social responsibility (CSR) initiatives may have varying effects on employee satisfaction across sectors and stakeholders. In future studies, different companies and perspectives can delve deeper into the connection between the two. In conclusion, this study was pioneering in its examination of CSR's relevance in Eastern culture.

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