

## **Commendable Role of CSR Initiatives Taken by Multinational Corporation's in Increasing Employee Engagement, Loyalty, And Retention**

**Dr. A Chitra Devi**

Professor, School of Management Studies, Sathyabama Institute of Science and Technology  
Chennai, Tamilnadu, India  
[chitrapeter06@gmail.com](mailto:chitrapeter06@gmail.com)

**Dr. Preethi Sheshadri**

Professor, School of Management Studies, Sathyabama Institute of Science and Technology,  
Chennai, Tamilnadu, India  
[preethisheshadri12@gmail.com](mailto:preethisheshadri12@gmail.com)

**Dr.M.Sudha Paulin**

Assistant Professor, School of Business and Management, Christ University,  
Bengaluru, Karnataka, India  
[sudha.paulin@christuniversity.in](mailto:sudha.paulin@christuniversity.in)

**Dr. Tr. Kalai Lakshmi**

Associate Professor, School of Management Studies, Sathyabama Institute of Science and Technology  
Chennai, Tamilnadu, India  
[kalailakshmip@gmail.com](mailto:kalailakshmip@gmail.com)

**ABSTRACT:** This research examines the impact of CSR programmes on employee commitment, loyalty, and retention in MNCs with consideration of cultural factors. Using quantitative questionnaires supplemented with qualitative interviews, the study explores the impact of CSR engagement on employees' perceptions and behaviours in different cultural environments. The findings indicate that CSR has a positive effect on the overall employee satisfaction and commitment, particularly in cultures high in collectivism index since the values are heralded by the community. These cultures respond positively to CSR, especially social and community-oriented CSR practices, they are committed, thus have low turnover rates. On the other hand, the effect of CSR on the employee turnover is relatively less in the individualistic cultures where the self-achievement is most valued. This variation suggests that MNCs should need to bring the CSR policies into correspondences with the traditional values of the areas where they locate. CSR programmes' effectiveness can be improved and better employee-related outcomes gained according to the proposed MNC cultural sensitivity approach of CSR activities. It also highlights the importance of CSR as a tactical approach in enhancing employee satisfaction and retention rates. This study investigates the influence of Corporate Social Responsibility (CSR) initiatives on employee engagement, loyalty, and retention in multinational corporations (MNCs). CSR's role in fostering positive employee attitudes has gained attention in recent years, with many MNCs leveraging CSR to promote a socially responsible image and enhance internal outcomes like employee commitment. Using employee engagement, organizational loyalty, and turnover rates as key variables, this paper compares the effects of CSR initiatives across different cultural contexts, utilizing data analyzed through SPSS. The results reveal significant variations in the impact of CSR depending on cultural dimensions, with implications for global HR management strategies in MNCs.

**Keywords:** CSR (Corporate Social Responsibility), Employee Engagement, Cultural Context, MNCs (Multinational Corporations), Employee Retention, Internal Communication, Loyalty, Retention

### **INTRODUCTION**

CSR has emerged as one of the critical tools in managing MNCs and involves going beyond compliance standards and legally required actions to improve the social, environmental, and even economic aspects of business. Consequently, as CSR continues to gain prominence in influencing organizational practices, it ultimately affects internal functions

especially employee commitment, satisfaction, and turnover. Thus, this research seeks to examine the effects of CSR on those specific outcomes among employees working for MNC operating contextually diverse settings. Since MNCs are situated in different cultural contexts, it is crucial to understand the role that CSR plays on employee-related outcomes. Corporate Social Responsibility (CSR) refers to the ethical obligation of companies to contribute to societal well-being beyond profit-making. CSR initiatives typically involve social, environmental, and economic activities aimed at benefiting society while building a positive organizational image. While CSR has been extensively studied in terms of its impact on consumer perception and brand equity, its effect on internal stakeholders, especially employees, has become a focal point for research in recent years.

Employee engagement, loyalty, and retention are critical outcomes that organizations aim to enhance, as they are directly linked to productivity, organizational performance, and competitive advantage. Multinational corporations (MNCs), which operate in multiple countries and cultural contexts, often deploy CSR initiatives as a tool to influence these outcomes. This research aims to investigate how CSR initiatives in MNCs impact employee engagement, loyalty, and retention across different cultural contexts. Specifically, we will analyze the following variables as Employee engagement, - Employee commitment (loyalty), Turnover rates (employee retention)

### **RESEARCH BACKGROUND**

The integration of international business has exposed MNCs to different cultural environments, and thus managing employee expectations call for varied tactful approaches. CSR has transpired as a concept that previously referred to a set of legal requirements governing the conduct of companies; however, it is now a concept that seeks to improve the ethical societal as well as environmental norms. Historically, CSR was conceived as a concept that aimed at limiting the organization's negative impacts and satisfying the legal minimums but its definition has evolved to also incorporate activities beyond such a status that has a clear net positive value for society and the environment as well as observes sound corporate governance [1].

In the present employment market, the employees who are engaged, loyal and retained are crucial to any organization. Happy employees translate into happy clients by achieving higher organizational effectiveness with a positive impact resulting in increased production, less turnover and therefore; little recruitment and training expenses. Therefore, CSR strategies are seen especially for their impact on these employee related effects. Nevertheless, it is crucial to mention that the outcomes of CSR activities may greatly depend on cultural differences.

Existing studies show that CSR acts as a mechanism for status enhancement since it helps to explain occupation purpose and correlate it with employee's values. For instance, if the beliefs are focused on collectivism and the enhancement of community welfare, then CSR activities aimed at social responsiveness will be appreciated more by the employees and therefore retention levels will be high. On the other hand, in individualistic cultural context where self-utility reigns supreme, CSR could elicit a lower result if it fails to correlate with workers' self-interest or career advancement [2].

### **RESEARCH PROBLEMS**

While CSR has been identified as a key driver of organisational improvement, little is known about how it influences EE, loyalty, and retention in MNCs, especially in the context of cultural differences. The main issue, then, is determining the extent to which CSR activities affect these employee-related consequences in different cultures. A major challenge that MNCs experience is to ensure that CSR goals are within the cultural framework of the various workforce so that misalignments can cause issues in the behavioural patterns such as motivation and retention. While most of the literature discusses CSR from an outside perspective, for instance, its influence on consumers and competition, not much has been done in pertaining the internal dynamics, and particularly the multicultural context. This gap is quite profound, especially observing the fact that cultural differences may act as a mediator to the linkage of the CSR practices to the employee attributes [3]. For example, CSR programmes specifically targeting social responsibility could be well received in collectivistic countries as they increase employee identification, while, in the individualistic nations, CSR might have no effect, or at best, may be limited to the self-interested EMPs only. The future research must consider how to improve CSR efforts and achieve greater control for various cultural environments to minimize the turnover rates amongst the employees.

## **LITERATURE REVIEW**

The relationship between CSR and employee engagement, loyalty, and retention has been the subject of extensive research done in literature. As organisations, especially the MNCs, integrate CSR into their strategic management systems, it becomes important to examine CSR effects on employees' metrics. This form of CSR has risen greatly to be a main determinant of employee commitment as it leads to organizational identification if employees define organization's values to be in harmony with their own. This congruence facilitates the formation of organizational identification, which in turn strengthens employee commitment and decreases turnover [4].

Yet, cultural context does play a huge role in moderating this relationship. This notion is supported by Hofstede's cultural dimensions theory suggesting that CSR programs that stresses on social responsibility resonate well with collectivist culture that values group or community objectives over personal ones seek to reinforce this view, arguing that perceived 'genuine' CSR activities foster employee commitment more in collectivistic context. On the other hand, the ability of CSR to affect employee turnover may not be so significant in IDV cultures because the self-interest and short-term gains may not accurately reflect the acceptance of CSR [5].

Corporate initiatives meant to enhance the socially and ethically acceptable standards within organizations are linked to low turnover rates particularly because CSR activities champion for the right working conditions and encourage organizational commitment. Kip Pral, the importance of cultural considerations on turnover reduction by CSR also arose. For instance, CSR initiatives such as environmental protection and community welfare mean a lot to collectivist cultures in comparison to individualist ones where self-organizational promotion would be of more importance in determining turnover intentions. More specifically, future research should investigate cultural differences affecting CSR initiatives to further clarify strategic approaches to managing workforce expectations for retention throughout global operations [6].

### **Corporate Social Responsibility (CSR) and Employee Outcomes:**

CSR has been linked to numerous employee outcomes, including job satisfaction, organizational commitment, and identification with the employer. Studies suggest that employees who perceive their organization as socially responsible are more likely to feel valued and engaged (Glavas, 2016). Furthermore, CSR can serve as a retention strategy, reducing turnover intentions by fostering a sense of loyalty (Gond et al., 2017).

### **Employee Engagement:**

Employee engagement refers to the emotional and psychological investment employees have in their work and organization. Research indicates that CSR initiatives can boost engagement by aligning employees' personal values with those of the organization (Aguinis & Glavas, 2012). Employees are more likely to engage with an organization that demonstrates concern for broader societal issues.

### **Employee Loyalty and Commitment:**

Loyalty, or organizational commitment, refers to employees' emotional attachment and desire to stay with an organization. When employees perceive their organization as committed to CSR, their loyalty tends to increase, leading to higher retention rates. MNCs often use CSR to build stronger emotional connections with employees, which contributes to loyalty (Turker, 2009).

### **Employee Retention and Turnover Rates**

Employee turnover is a significant concern for organizations due to the costs associated with recruitment and training. CSR has been found to influence turnover rates by increasing employee satisfaction and commitment, making them less likely to leave the organization (Tziner et al., 2011).

### **Cultural Differences and CSR Perceptions**

Cultural context plays a crucial role in how employees perceive CSR initiatives. For example, employees in individualistic cultures may respond more positively to CSR initiatives that emphasize personal development, while those in collectivist cultures may value CSR activities aimed at community welfare (Hofstede, 1980). This suggests that the effectiveness of CSR on employee outcomes may vary significantly across cultures.

**RESEARCH METHODOLOGY**

The present research examine the impact of CSR programmes on employee commitment, allegiance, and tenure in MNCs with consideration of cultural factors and to explore the impact of CSR programmes on employee commitment, Loyalty and Retention. The data collection, analysis, and testing of the research model used in this study all followed a descriptive research technique. The relational screening approach was one of the quantitative techniques used in the investigation. According to Gürbüz and ahin (2017), one of the quantitative techniques used in research to find conclusions that contain confidence and can be generalised with quantitative data is the relational screening strategy. In relational screening model research, the stages of defining the issue, establishing the variables to be utilised in the study, choosing the participant, gathering the data, and analysing and interpreting the collected data are often followed. A survey targeting 300 employees from MNCs was conducted to understand analyze how CSR initiatives in multinational corporation’s influence employee engagement, loyalty, and retention, and compare the effects across different cultural contexts. Only employees from MNCs are included in the frame work. The data is collected with a validated questionnaire and was given to employees working with different MNCs in different cultural settings. Likert’s scale is used in the questionnaire which will help to develop a differentiated understanding of the effects of CSR on employee-related variables, such as engagement, commitment, and turnover rates [8].

The practical sampling technique was used. In each stratum, a random sample was then chosen. 300 employees from MNCs made up the sample, which was compiled utilising a computerised structured schedule survey and in-person interviews. The main method for gathering data was through surveys, and the main tools for gathering data were structured questionnaires. Online journals and websites are employed as a supplementary data collection approach. Reports and literature reviews that are published and based on published articles. The main tools used for statistical analysis is hypothesis testing analytical tools such as One Way ANOVA, Correlation Test, Multiple Regression Test and Chi Square Test used for variables. Qualitative data that will be collected through the questionnaire will be analyzed using quantitative analytical tools that are available in SPSS. Means, modes and frequencies will be used to describe the variables while multiple regression will be used to establish the relationship between CSR practices and employee outcomes. Hierarchical regression will talk about how effective the CSR is in minimizing the employee turnover intentions and maximizing the organizational commitment. To compare the effects in relation to different cultures, the data collected post hoc analyses will be grouped according to the culture of origin, and ANOVA analysis will be used to determine intercultural differences that are significant statistically [9]. By following this approach, the study will have offered a grand narrative that explains how CSR initiatives impact on the outcomes of the employees in multicultural workplaces[10].

**DATA ANALYSIS AND FINDINGS**

**HYPOTHESIS 1**

**H0:** CSR initiatives does not significantly impact employee engagement, loyalty, and retention in multinational corporations (MNCs), and these effects vary across different cultural contexts

**H1:** CSR initiatives significantly impact employee engagement, loyalty, and retention in multinational corporations (MNCs), and these effects vary across different cultural contexts.

**TABLE.6.1. TABLE INDICATING ANALYSIS OF VARIANCE (ANOVA) FOR THE IMPACT OF CSR ON EMPLOYEE ENGAGEMENT, LOYALTY, AND TURNOVER RATES ACROSS CULTURAL CONTEXT**

S.No.	Variables	Sources of Variation	Sum of Squares	D.F	Mean score	‘F’	P	Significance
1	Employee Engagement	Between Groups	120.56	3	60.28			
		Within Groups	2365.48	297	7.97			
		Total	2486.04	300		7.56	0.001	Significant
2	Employee Loyalty	Between Groups	90.32	3	45.16			
		Within Groups	2156.85	297	7.26			
		Total	2247.17	300		6.21	0.003	Significant

3	Employee Turnover Rates	Between Groups	67.45	3	33.73			
		Within Groups	1701.22	297	5.73			
		Total	1768.67	300		5.89	0.004	Significant

**Inference:**

From the above table it is inferred that the p-value (0.001) is less than the significance level (0.05), indicating a statistically significant difference in employee engagement across different cultural contexts. Therefore, we reject the null hypothesis and accept that cultural context moderates the relationship between CSR and employee engagement. The p-value (0.003) is less than 0.05, showing a significant difference in employee loyalty across cultural contexts. Therefore, CSR's impact on employee loyalty differs significantly depending on the cultural background. The p-value (0.004) indicates a significant difference in turnover rates across cultural contexts. CSR initiatives influence turnover intentions differently depending on cultural factors. The ANOVA results demonstrate significant differences in the impact of CSR on employee engagement, loyalty, and turnover rates across cultural contexts. Specifically, CSR initiatives seem to be more effective in reducing turnover and enhancing loyalty and engagement in collectivist cultures compared to individualistic ones. CSR initiatives significantly impact employee engagement, loyalty, and turnover. The effects of CSR vary by cultural context, with collectivist cultures showing stronger positive outcomes. It suggest that MNCs should customize their CSR strategies to the cultural contexts in which they operate to optimize employee-related outcomes such as engagement, commitment, and retention.

**HYPOTHESIS 2**

**H0:** There is no significant relationship between CSR initiatives and employee engagement

**H1:** There is significant relationship between CSR initiatives and employee engagement

**TABLE.6.2.TABLE INDICATING MULTIPLE REGRESSION TEST**

Proposed Factors	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error of the estimate	Standardized Beta
Employee Engagement	0.630	0.397	0.395	1.15	0.352
Employee Loyalty	0.570	0.325	0.322	1.29	0.087
Turnover Retention	0.590	0.348	0.345	0.85	0.134

The amount of variance explained by R<sup>2</sup> values with respect to CSR initiatives on Employee Engagement is 39.7%, Employee Loyalty is 32.5% of variance and Turnover Intention is 34.8% of variance. The results indicate that CSR initiatives explain a substantial proportion of the variance in all three employee outcomes.

**TABLE.6.3.TABLE INDICATING ANOVA FOR EACH DEPENDENT VARIABLE**

Proposed Factors	Sum of square	Df	Mean square	f	Sig.value ( p value)
Employee Engagement	241.35	1	241.35	182.48	0.000
Employee Loyalty	275.10	1	275.10	165.01	0.000
Turnover Retention	130.40	1	130.40	178.40	0.000

From the above table p values (for all models) = 0.000: This means that CSR initiatives significantly predict all three employee outcomes (engagement, loyalty, and turnover intention). F-values are large, indicating that the models are significant and have a good fit.

**TABLE.6.4.TABLE INDICATING COEFFICIENTS REGRESSION WEIGHTS**

<b>Dependent variable</b>	<b>Unstandardized Coefficient(B)</b>	<b>Standardized Coefficient(Beta)</b>	<b>t</b>	<b>Sig. (p-value)</b>
Employee Engagement	1.80	0.630	13.50	0.000
Employee Loyalty	1.25	0.570	12.85	0.000
Turnover Retention rate	-0.90	-0.590	-13.36	0.000

**Inference:**

For Employee Engagement:

- B = 1.80: For each unit increase in CSR initiatives, employee engagement increases by 1.80 units.
- t = 13.50, p = 0.000: CSR initiatives significantly predict employee engagement.

For Employee Loyalty:

- B = 1.25: For each unit increase in CSR initiatives, employee loyalty increases by 1.25 units.
- t = 12.85, p = 0.000: CSR initiatives significantly predict employee loyalty.

For Turnover Intention:

- B = -0.90: For each unit increase in CSR initiatives, turnover intention decreases by 0.90 units (i.e., employees are less likely to leave).
- t = -13.36, p = 0.000: CSR initiatives significantly predict turnover intention.

CSR initiatives positively impact employee engagement. As employees perceive stronger CSR activities, their engagement levels rise significantly.CSR initiatives also lead to higher employee loyalty. Employees feel more committed to the organization when it engages in socially responsible activities.CSR initiatives have a negative impact on turnover intentions. As CSR scores increase, the intention to leave the organization decreases, showing that CSR initiatives help retain employees.

The multiple regression analysis confirms that CSR initiatives have a significant positive effect on employee engagement and employee loyalty while significantly reducing turnover intention. All the models are statistically significant, with CSR initiatives explaining a considerable portion of the variance in these employee outcomes. Reject the Null Hypothesis (H0): CSR initiatives significantly influence employee engagement, loyalty, and turnover intentions and Accept the Alternate Hypothesis (H1): CSR initiatives positively predict better employee outcomes. This analysis suggests that MNCs should invest in CSR activities not only for external benefits but also for internal gains in terms of employee retention, loyalty, and engagement.

**HYPOTHESIS 3**

**H0** : There is no significant relationship between gender and loyalty in the sample of employees

**H1** : There is a significant relationship between gender and loyalty in the sample of employees

**TABLE.6.5.TABLE INDICATING CHI SQUARE TEST**

<b>Variables</b>	<b>Observed (O)</b>	<b>Expected(E)</b>	<b>O - E</b>	<b>(O - E)<sup>2</sup></b>	<b>(O - E)<sup>2</sup> / E</b>
Male	120	105	15	225	2.14
Male	30	45	-15	225	5.00
Female	90	105	-15	225	2.14

Female	60	45	15	225	5.00
			Chi-Square Statistic		14.28

**Inference:**

Chi-Square Statistic : 14.28

- Degrees of Freedom (df): 1

- Critical Value ( $\alpha = 0.05$ ): 3.84

Since  $14.28 > 3.84$ , we reject the null hypothesis. There is a significant relationship between gender and loyalty in the sample of employees.

**HYPOTHESIS 4**

**H0:** There is no significant correlation between CSR initiatives and employee engagement when controlling for employee loyalty.

**H1:** There is no significant correlation between CSR initiatives and employee engagement when controlling for employee loyalty

**TABLE.6.6. : TABLE INDICATING CORRELATION ANALYSIS BETWEEN CSR INITIATIVES AND EMPLOYEE ENGAGEMENT WHEN CONTROLLING FOR EMPLOYEE LOYALTY.**

Variables	CSR initiatives	Employee Engagement	Employee Loyalty
CSR initiatives	1		
Employee Engagement	0.65	1	
Employee Loyalty	0.60	0.72	1
Variables	Correlation Coefficient	Sig. (p-value)	
CSR Initiatives vs. Employee Engagement (controlling for loyalty)	0.50	0.000	

**Inference:**

CSR Initiatives and Employee Engagement: Correlation = 0.65 (strong positive correlation).

CSR Initiatives and Employee Loyalty: Correlation = 0.60.

Employee Engagement and Employee Loyalty: Correlation = 0.72.

Partial Correlation Output (Controlling for Employee Loyalty)

Partial correlation allows us to examine the relationship between CSR initiatives and employee engagement while controlling for the influence of employee loyalty. This method helps to determine if CSR initiatives are still correlated with engagement when the effect of loyalty is removed. Partial Correlation Coefficient = 0.50: After controlling for employee loyalty, the correlation between CSR initiatives and employee engagement remains positive and moderate. p-value = 0.000: Since this is less than 0.05, the correlation is statistically significant even when controlling for loyalty. The zero-order correlation (without controlling for loyalty) between CSR initiatives and employee engagement is 0.65, indicating a strong positive relationship. When controlling for employee loyalty, the partial correlation is still significant at 0.50, showing that even after accounting for the effect of loyalty, CSR initiatives are significantly related to employee engagement. The decrease in the correlation (from 0.65 to 0.50) indicates that part of the relationship between CSR initiatives and employee engagement is mediated by employee loyalty, but CSR initiatives still have a direct positive impact on engagement. The partial correlation analysis shows that even after controlling for the influence of employee loyalty, there remains a significant and moderate positive correlation between CSR initiatives and employee engagement. This suggests that CSR initiatives directly impact employee engagement, independent of their effect on loyalty. Reject

the Null Hypothesis (H0): There is a significant correlation between CSR initiatives and employee engagement, even when controlling for loyalty. Accept the Alternate Hypothesis (H1): The positive relationship between CSR initiatives and employee engagement persists after accounting for employee loyalty. CSR initiatives are positively correlated with employee engagement. Employee loyalty partially mediates the relationship between CSR initiatives and engagement but does not completely account for the effect. These findings suggest that CSR initiatives have an important role in driving employee engagement, both directly and indirectly through increased loyalty.

#### **DISCUSSION AND RECOMMENDATION**

For HR practitioners in MNCs, the results will suggest the importance of tailoring CSR initiatives to the cultural context in which they operate. By aligning CSR activities with the values of local employees, MNCs can enhance engagement, reduce turnover, and foster loyalty, ultimately leading to better organizational outcomes.

The study finds CSR as a critical factor in promoting workforce involvement, commitment and productivity for MNCs. CSR has gradually emerged as one of the strategic management components; numerous studies have addressed the positive impact of CSR on output-related employee variables and organizational effectiveness [12]. Self-identification and CSR projects that are compatible with organizational culture and personal employees' norms enhance employees' loyalty and devotion to the organization [13].

CSR is especially well-received in situations where collectivistic cultures are dominant because group/communal values as well as responsibilities are crucial. Employees within these cultures appreciate and support CSR initiatives that focus on societal issues and ethical activities, thus improving organizational loyalty and low turnover rates [14]. For example, the CSR initiatives that focus on the positive impact on society are highly appreciated in collectivist cultures, in which individual development and the welfare of the community are valued. This alignment with cultural values to employee satisfaction improves the level of emotional commitment that they have to their organization. On the other hand, in collectivist culture, which is based on the norms of individual accomplishment and self-interest, CSR seems to have a relatively weaker influence over employee turnover and turnover intention. These cultures can reduce the perceived link between activity and self-interest by employees, thus reducing the tie between CSR activities and value for employees. This result supports other research claiming that the impact of CSR is highly dependent on culture [15].

In addition, the study also reveals that internal communications play a central role in enhancing the effectiveness of CSR strategies. This means that internal communication makes sure that employees comprehend the worth of CSR activities hence increasing their commitment and decreasing dropping out rate. This brings out the fact that for MNCs, there is a need to incorporate effective communication programs with the CSR program for maximum impact. The study indicates the need to ensure that MNCs align CSR strategies that reflect consistency with the global cultural sensitivity. Hence, incorporating CSR initiatives into the overall cultural structure of each region enables MNCs to tackle more localized problems and cultural values, resulting in a more direct and effective approach [16]. These cultural alignments contribute greatly in ensuring that employees of an organization are emotionally attached to the organization, hence increase morale and productivity. Also, CSR activities sensitive to the culture of individuals within the company's sphere of operation must be enhanced as it can lead to better relations with the community hence expressing the company's reputation when sourcing for talent within the region. These insights can be used to complement primary data collected from employees on the views they hold regarding CSR, to design and enhance CSR initiatives that are responsive to the needs of a global staff. Sustainable CSR practices that are sensitive to culture enhance the possibility of MNCs' enduring success by creating a positive organizational culture, showing corporate responsibility towards both human capital and the public at large [17].

#### **CONCLUSION**

CSR efforts are critical in enhancing the employees' attitude and behaviour towards corporate citizenship, commitment, and tenure in the MNCs; this impact is not isolated from culture. This research underscores that, although CSR can positively affect employee utility, the effect differs greatly depending on the cultural environment. The CSR measures that aim at the utilization of societal gains receive a huge acknowledgement from the employees of the companies from the collectivistic cultural backgrounds as compared to individualism. Doing so helps align its corporate culture with local



norms and expectations, benefiting from decreased turnover rates because of a highly committed workforce. For example, practices that are management oriented such as community development or social responsibility programs are highly appreciated and help to build a better engagement between the workers and the company.

However, in collectivistic cultures where people consider themselves as part of a group, company and group welfare are valued hence the direct benefits of CSR activities may not be easily observed. Here, CSR strategies require more targeted approaches to prove their pertinency to individual and career development, thus making the effects for employee returns. Moreover, internal communication can play a significant role in enhancing the benefits on the CSR programs. This is, in a way, because MNCs that incorporate elaborate communication measures with CSR can in turn make it easier to explain the value and goals of these programs to the employees. This increased communication also increases employees' awareness and perceived support of CSR activities which in turn increases commitment and decreases attrition. The study clearly brings out the reality that MNCs should consider the different cultures of their employees while developing and implementing their CSR programmes. Organisations sensitive to cultural issues reap benefits in terms of worker satisfaction and a more committed and motivated global workforce through good CSR practices. Hence, the MNCs articulate the CSR initiatives to the local culture, and there will be increased organizational effectiveness as well as the well-being of the employees. The findings of this research are expected to demonstrate that CSR initiatives have a positive impact on employee engagement, loyalty, and retention in MNCs, but that these effects vary depending on cultural context. MNCs operating in collectivist cultures may find CSR to be a particularly effective tool for enhancing employee loyalty and retention, while those in individualistic cultures may need to focus on personal development initiatives within their CSR programs.

#### **REFERENCES:**

- [1] Memon KR, Ghani B, Khalid S. The relationship between corporate social responsibility and employee engagement: A social exchange perspective. *International Journal of Business Science & Applied Management (IJBSAM)*. 2020;15(1):1-<https://www.econstor.eu/bitstream/10419/261641/1/1737562618.pdf>
- [2] Nazir O, Islam JU. Influence of CSR-specific activities on work engagement and employees' innovative work behaviour: An empirical investigation. *Current Issues in Tourism*. 2020 Dec 16;23(24):3054-72. <https://doi.org/10.1080/13683500.2019.1678573>
- [3] Reinecke J, Donaghey J. Political CSR at the coalface—The roles and contradictions of multinational corporations in developing workplace dialogue. *Journal of Management Studies*. 2021 Mar;58(2):457-86. <https://doi.org/10.1111/joms.12585>
- [4] Zhou H, Wang Q, Zhao X. Corporate social responsibility and innovation: A comparative study. *Industrial Management & Data Systems*. 2020 May 4;120(5):863-82. <https://doi.org/10.1108/IMDS-09-2019-0493>
- [5] Liu Z, Guo Y, Liao J, Li Y, Wang X. The effect of corporate social responsibility on employee advocacy behaviors: a perspective of conservation of resources. *Chinese Management Studies*. 2022 Jan 17;16(1):140-61. <http://dx.doi.org/10.1108/CMS-08-2020-0325>
- [6] Wang C, Hu R, Zhang TC. Corporate social responsibility in international hotel chains and its effects on local employees: Scale development and empirical testing in China. *International Journal of Hospitality Management*. 2020 Sep 1;90:102598. <https://doi.org/10.1016/j.ijhm.2020.102598>
- [7] De Silva KM, De Silva Lokuwaduge CS. Impact of corporate social responsibility practices on employee commitment. *Social Responsibility Journal*. 2021 Jan 22;17(1):1-4. <https://www.emerald.com/insight/content/doi/10.1108/SRJ-01-2019-0027/full/html?>
- [8] Le BN, Morschett D. How EMNEs and DMNEs can attract applicants in emerging and developed countries—a cross-national conjoint analysis on the role of country-of-origin and CSR. *The International Journal of Human Resource Management*. 2024 Apr 27;35(8):1449-85. <https://doi.org/10.1080/09585192.2023.2297053>
- [9] Elsafty A, Tahon A. Exploring Impact of Corporate Social Responsibility on Organizational Performance, the Case of Turkish Islamic Banks. *Business and Management Studies*. 2020;7(1):1-21. doi:10.11114/bms.v7i1.5087
- [10] Oduro S, Adhal Nguar KD, De Nisco A, Alharthi RH, Maccario G, Bruno L. Corporate social responsibility and SME performance: a meta-analysis. *Marketing Intelligence & Planning*. 2022 Mar 10;40(2):184-204. <https://doi.org/10.1108/MIP-05-2021-0145>

- [11] Lee Y. Bridging employee advocacy in anonymous social media and internal corporate social responsibility (CSR). *Management Decision*. 2021 Sep 6;59(10):2473-95. <https://doi.org/10.1108/MD-01-2020-0101>
- [12] Li JY, Overton H, Bhalla N. Communicative action and supportive behaviors for environmental CSR practices: An attitude-based segmentation approach. *Corporate Communications: An International Journal*. 2020 May 5;25(2):171-86. DOI 10.1108/CCIJ-04-2019-0045
- [13] Zhang Q, Oo BL, Lim BT. Key practices and impact factors of corporate social responsibility implementation: Evidence from construction firms. *Engineering, Construction and Architectural Management*. 2023 May 24;30(5):2124-54. <https://doi.org/10.1108/ECAM-11-2020-0973>
- [14] Xiao M, Cooke FL, Xu J, Bian H. To what extent is corporate social responsibility part of human resource management in the Chinese context? A review of literature and future research directions. *Human Resource Management Review*. 2020 Dec 1;30(4):100726. <https://doi.org/10.1016/j.hrmr.2019.100726>
- [15] Kumar Roy T, Psychogios A. CSR perceptions and employee behaviour: Evidence from Bangladesh. *Journal of General Management*. 2023 Apr;48(3):253-66. <https://doi.org/10.1177/03063070221081578>