

CSR ACTIVITIES AS A CHANGE DRIVER: ENHANCING HOTEL BUSINESS SUCCESS THROUGH SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT

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Abstract

Corporate social responsibility (CSR) has been a hot topic in the hotel industry recently, especially its social pillar related to employees and other stakeholder communities. More engaged employees deliver more quality services, which ensures more satisfied customers and thus increased productivity and profitability. These consequences are particularly important in a very uncertain and highly competitive hotel business environment. The paper examines the impact of CSR activities on hotel employees to suggest improvements in socially responsible human resource management to increase hotel employee engagement and thus enhance hotel business success. The examination is founded on the results of a questionnaire survey among employees of four- and five-star hotels in the Czech Republic (N = 100) and in selected coastal countries, specifically in Italy, Portugal, and Spain (N = 20). Four key areas of CSR activities are examined: employee care and work-life balance, employee development, equal opportunities and human rights, and support of local communities. The respondents are hotel employees from rank-and-file employees through first-line and middle managers to top managers. Their responses are analysed using statistical methods. The findings revealed that most of the surveyed hotel employees are not familiar with the concept of CSR, even though they are often confronted with various CSR activities in practice. Not only wages, but also benefits such as free meals or flexible working hours proved to be an important factor in the hotel employee satisfaction. The findings could be beneficial for hotel managers in implementing socially responsible human resource management with an emphasis on employee well-being while demanding employee engagement in delivering quality hotel services. This approach has the potential to increase the attractiveness of hotels for both employees and customers, which can enhance hotel business success.

Keywords: Corporate Social Responsibility, Human Resource Management, Hotel Industry, Employee Engagement, Business Success

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Introduction

The hotel industry is closely related to providing customer service. It includes accommodation, catering, wellness, and other services in hotels, guesthouses, apartments, and other accommodation facilities. A global issue that threatens the quality of customer service in hotels is the staffing shortage (Belarmino *et al.*, 2024). Hotels around the world are facing this issue. For example, in a survey among American Hotel & Lodging Association (AHLA) members in spring 2022, 97% of AHLA members reported their hotels experienced a staffing shortage, with 49% of AHLA members reporting a severe one (Colston, 2022). A similar survey in spring 2024 revealed that more than 75% of AHLA members were still experiencing a staffing shortage, despite increasing wages and benefits or scheduling flexibility (Backman, 2024). This situation should be seen as a challenge to increase people's interest in job opportunities in hotels, to which running the hotel business in a socially responsible way can also contribute significantly (Ma *et al.*, 2024).

Corporate social responsibility (CSR), especially its social pillar related to the satisfaction of employees and other stakeholder communities, plays an important role in recruiting and retaining quality staff (Benuyenah, 2023). Socially responsible human resource management (HRM) should promote socially responsible business activities, especially in relation to existing and potential employees and their job opportunities, including favorable working conditions and fair employment relations (Safrankova and Sikyr, 2024). The integration of business, CSR, and HRM strategies can ensure socially responsible behavior

of a business both internally and externally, that is, towards both employees and customers, as well as other stakeholder communities (Poveda-Pareja *et al.*, 2024). This effort can help hotels attract and retain quality staff and thereby achieve high-quality services, which will allow them to attract and retain satisfied customers and thus increase hotel performance (Li *et al.*, 2024). Socially responsible HRM ensures the fair and ethical treatment of employees and cares about their well-being. On the other hand, employees are trained and inspired to participate in CSR activities and to understand their value for both the business and the stakeholder communities (Safrankova and Sikyr, 2019).

Although CSR activities generally bring many benefits to businesses, their implementation in the hotel industry faces many challenges, such as balancing short-term financial goals and long-term sustainability goals (Thirumalesh Madanaguli *et al.*, 2023). The hotel business strategy may be there to make a profit, not to deal with socially responsible issues (Raza *et al.*, 2023). Furthermore, the fragmentation of CSR knowledge in the hotel industry suggests the need for more coherent approaches that integrate know-how at the business, employee, and customer levels to maximize the impact of CSR activities (Peng *et al.*, 2023). This paper responds to these challenges.

The paper examines the impact of CSR activities on hotel employees to suggest improvements in socially responsible human resource management to increase hotel employee engagement and thus enhance the business success of hotels. Four key areas of CSR activities are examined: employee care and work-life balance, employee development, equal opportunities and human rights, and support of local communities. The examination is founded on the results of a questionnaire survey among employees of four- and five-star hotels in the Czech Republic and in selected coastal countries, specifically in Italy, Portugal, and Spain.

The idea behind writing the paper came from a master's thesis survey on the issue of corporate social responsibility in the hotel industry by Magdaléna Škrábalová (a co-author of the paper) that was successfully defended at Ambis University in 2024 (see Škrábalová, 2024).

Literature Review

Corporate social responsibility (CSR) can be a powerful change driver in the hotel industry. Research confirms that hotels can achieve significant improvements in various operational and reputational aspects by integrating socially, environmentally, and economically oriented CSR activities into their business strategies. For example, following ethical principles within the social dimension of CSR activities can help attract and retain both engaged employees and loyal customers (Belarmino *et al.*, 2024). Implementing waste reduction and recycling policies within the environmental dimension of CSR activities can help reduce costs and increase revenues (Raza *et al.*, 2023). Delivering valuable goods and services within the economic dimension of CSR activities can help to gain a sustainable competitive advantage (Poveda-Pareja *et al.*, 2024).

CSR activities in general, and particularly socially oriented ones, can enhance hotel performance by increasing employee engagement. Engaged employees are also more likely to participate in environmentally and economically oriented CSR activities, which further enhance hotel sustainability and productivity (Dung *et al.*, 2024). For example, engaged employees are more willing to comply with waste reduction and recycling policies, which is reinforced by their affiliation with a hotel brand that follows ethical principles. Research demonstrates the importance of aligning CSR activities with employee values to promote environmentally and economically sustainable practices (Ma *et al.*, 2024).

The hotel industry is increasingly implementing CSR activities to achieve sustainable development. CSR activities can significantly contribute to this by shaping the behavior of employees and customers towards sustainability (Moyeen and Mehjabeen, 2024). CSR activities improve the image of hotels by signaling to employees and customers that hotels strive to run their business activities in a socially, environmentally, and economically responsible way to achieve a positive impact on the environment and society. The positive perception that hotels run their business activities in a socially, environmentally, and economically responsible way by implementing particular CSR activities encourages employees and consumers to reciprocate with favorable attitudes and referrals (Fatma and Khan, 2024). On the other hand, effective CSR activities must be efficiently communicated. Research shows that hotels are more likely to communicate their environmentally responsible activities to customers than their socially responsible activities to employees (Tanveer *et al.*, 2023). In terms of positive perceptions of CSR activities, research suggests targeting hotel CSR activities to all potential stakeholder communities, including owners, investors, and managers on the one hand and employees, customers, local communities, and government institutions on the other hand (Ko *et al.*, 2019).

The CSR activities of particular hotels are affected by both the socio-economic conditions of the hotels and the personal values of the hoteliers. Effective and efficient CSR activities can improve stakeholder relations and the reputation of hotels in both urban and rural areas (Khodaviren and Dhar-Bhattacharjee, 2024). However, research suggests that achieving these benefits is significantly facilitated by the strategic integration of CSR and HRM activities, when HRM activities related to employee management and development support the development and perception of CSR activities across the business and externally

(Sarwar *et al.*, 2024). To achieve the values and benefits of socially, environmentally, and economically oriented CSR activities, research suggests introducing specific training and learning programs to advance the awareness of particular CSR activities, including their delivery and impacts (Lopez-Perez *et al.*, 2017).

Methodology

The paper deals with the impact of CSR activities on hotel employees, examining four key areas of CSR activities: employee care and work-life balance, employee development, equal opportunities and human rights, and support of local communities.

The examination is founded on the results of a questionnaire survey among employees of four- and five-star hotels in the Czech Republic and in selected coastal countries, specifically in Italy, Portugal, and Spain, countries representing attractive destinations for tourists from all over the world. The four- and five-star hotels were selected as representatives of potentially high-quality services, including services meeting CSR standards. The four- and five-star hotels in the Czech Republic were searched across all fourteen regions of the Czech Republic via the Booking.com platform. The four- and five-star hotels in Italy (Milan), Portugal (Lisbon, Porto), and Spain (Madrid, Salamanca, Seville) were searched directly via the internet.

A total of 237 four- and five-star hotels were searched, of which 217 were from the Czech Republic and 20 from abroad. The hotels were addressed in Fall 2023/Spring 2024 with a request to complete an online questionnaire in Czech or English, shared via the Instagram platform. The questionnaire was finally completed by respondents from 120 hotels, including 100 hotels in the Czech Republic and 20 hotels abroad. The respondents were hotel employees from rank-and-file employees through first-line and middle managers to top managers (see Tab. I). The original questionnaire contained 32 closed and open-ended questions divided into five sections: data on respondents (including their positions and hotels) and their awareness of CSR (9 questions), data on employee care and work-life balance (9 questions), employee development (5 questions), equal opportunities and human rights (4 questions), and support of local communities (5 questions). For this paper, answers to the most important questions related to the aim of the paper were selected from each section.

I: The characteristics of respondents

		Czech respondents (N = 100)	Foreign respondents (N = 20)
Gender	Male	33%	45%
	Female	67%	55%
Age	Less than 18 years	3%	0%
	18–39 years	81%	100%
	40–59 years	15%	0%
	60 years and over	1%	0%
Education	Elementary	6%	5%
	Secondary	48%	20%
	Post-secondary	3%	0%
	University	43%	75%
Hotel size	Small (under 50 employees)	56%	35%
	Medium-sized (under 250 employees)	22%	25%
	Large (over 250 employees)	22%	40%
Employment	Less than 6 months	13%	45%
	6–12 months	8%	25%
	1–3 years	35%	20%
	Over 3 years	44%	10%
Position	Rank-and-file employees	52%	70%
	First-line and middle managers	35%	20%
	Top managers	17%	10%

Source: authors, 2025

The responses collected are analyzed using statistical methods to reveal differences in responses of Czech and foreign respondents regarding all CSR activities examined, including employee care and work-life balance, employee development, equal opportunities and human rights, and support of local communities. Furthermore, a non-parametric chi-square test of independence for a contingency table (χ^2) suitable for nominal variables with a non-normal distribution at a significance level of 0.05 is included to evaluate the dependence of responses across respondents (Czech and foreign) on the hotel size divided into small (under 50 employees), medium-sized (under 250 employees), and large (over 250 employees) hotels. The assumption is that employees of large hotels could be more involved in various socially, environmentally, and economically oriented activities, because large hotels could have more interest and more resources to ensure high-quality services, including services meeting CSR standards. Similarly, large hotels could provide their employees with greater job satisfaction through more favorable working conditions, including employee care and work-life balance, or employee development.

Results

At the beginning of the questionnaire survey on CSR activities in four key areas (employee care and work-life balance, employee development, equal opportunities and human rights, and support of local communities) in four- and five-star hotels in the Czech Republic and in selected coastal countries (Italy, Portugal, and Spain), respondents (hotel employees) were asked whether they had already encountered the CSR concept and what they imagined under this concept. Among all respondents, only 39% of Czech respondents and 35% of foreign respondents had already encountered the CSR concept, with most stating that it concerns socially, environmentally, and economically oriented activities that are reflected in everyday business activities. Some of them mentioned that these activities are an important part of a business's PR activities. This corresponds to general ideas about the CSR concept, but the relatively low awareness of its values and benefits is a challenge for improvement.

To analyze awareness of the CSR concept across respondents (Czech and foreign), a non-parametric chi-square test of independence for a contingency table (χ^2) at a significance level of 0.05 was carried out to verify an alternative hypothesis ($H1_A$) that the awareness of the CSR concept across respondents depends on the hotel size. Against this, a null hypothesis ($H1_0$) was defined that the awareness of the CSR concept across respondents does not depend on the hotel size. After computing a chi-square statistic (χ^2) and determining a critical chi-square value for the significance level of 0.05 ($\chi^2_{0,05}$), the null hypothesis ($H1_0$) was not rejected in favor of the alternative hypothesis ($H1_A$), since the computed chi-square statistic (χ^2) was not higher than the determined critical chi-square value for the significance level of 0.05 ($\chi^2_{0,05}$). The dependence of the awareness of the CSR concept across respondents on the hotel size was not proved (see Tab. II).

Employee Care and Work-Life Balance

The questions about hotel employee care and work-life balance started by asking respondents whether they are satisfied in their jobs, to which 75% of Czech respondents and 55% of foreign respondents stated they are completely or rather satisfied. On the other hand, only 11% of Czech respondents and 20% of foreign respondents stated they are rather or completely dissatisfied. The relatively high level of job satisfaction among the respondents seems to be satisfactory, but it is important to understand the specific factors of job satisfaction and dissatisfaction.

II: The dependence of the awareness of the CSR concept on the hotel size

The hotel size	The awareness of the CSR concept		Σ
	Yes	No	
Small (under 50 employees)	24	39	63
Medium-sized (under 250 employees)	11	16	27
Large (over 250 employees)	11	19	30
Σ	46	74	120

$H1_0$: The awareness of the CSR concept across respondents does not depend on the hotel size.
 $H1_A$: The awareness of the CSR concept across respondents depends on the hotel size.

Chi-square statistic $\chi^2 = 0.103$
Critical chi-square value $\chi^2_{0,05}(2) = 5.991$

The null hypothesis ($H1_0$) was not rejected. The dependence of the awareness of the CSR concept across respondents on the hotel size was not proved.

Source: authors, 2025

Job satisfaction or dissatisfaction is usually associated with favorable or unfavorable working conditions, such as wages and benefits, working hours (including overtime), or internal communication. Therefore, respondents were asked about these specific issues. In the case of wages, 19% of Czech respondents and 25% of foreign respondents stated they were rather or completely dissatisfied, which is a relatively high level of dissatisfaction. This finding indicates that unsatisfactory wages could play a major role in overall job dissatisfaction of respondents, as mentioned above, which could be compensated to some level by satisfactory benefits. When asked, both Czech and foreign respondents stated such benefits as free meals and drinks (70% of Czech respondents and 64% of foreign respondents), flexible working hours (40% of Czech respondents and 35% of foreign respondents), home-office (30% of Czech respondents and 15% of foreign respondents), and sick-days (32% of Czech respondents and 17% of foreign respondents).

Flexible working hours represent an attractive benefit for many employees, particularly in terms of enhancing their work-life balance. Unfortunately, many jobs don't allow employees to enjoy flexible working hours, mostly due to inflexible shift work scheduling, including regular overtime, which represents a significant factor of job dissatisfaction. Therefore, respondents were asked how often they work overtime, to which 16% of Czech respondents and 25% of foreign respondents stated they work overtime every day, and 29% of Czech respondents and 20% of foreign respondents stated they work overtime once a week, which is both relatively demanding. But much worse is that 40% of Czech respondents and 35% of foreign respondents stated that their overtime is not paid. Such working conditions can hardly enhance someone's job satisfaction and work-life balance. The last specific issue surveyed was the internal communication between employees and managers, to which 8% of Czech respondents and 20% of foreign respondents stated the internal communication was poor, with the need to be improved. Effective internal communication is a very important factor in enhancing job satisfaction, so it needs to be maintained as efficiently as possible.

To analyze job satisfaction across respondents (Czech and foreign), a non-parametric chi-square test of independence for a contingency table (χ^2) at a significance level of 0.05 was carried out to verify an alternative hypothesis (H_{2A}) that the job satisfaction across respondents depends on the hotel size. Against this, a null hypothesis (H_{20}) was defined that the job satisfaction across respondents does not depend on the hotel size. After computing a chi-square statistic (χ^2) and determining a critical chi-square value for the significance level of 0.05 ($\chi^2_{0.05}$), the null hypothesis (H_{20}) was not rejected in favor of the alternative hypothesis (H_{2A}), since the computed chi-square statistic (χ^2) was not higher than the determined critical chi-square value for the significance level of 0.05 ($\chi^2_{0.05}$). The dependence of the job satisfaction across respondents on the hotel size was not proved (see Tab. III).

III: The dependence of job satisfaction on the hotel size

The hotel size	The job satisfaction			Σ
	Completely, or rather satisfied	Cannot say	Completely, or rather dissatisfied	
Small (under 50 employees)	45	10	8	63
Medium-sized (under 250 employees)	18	6	3	27
Large (over 250 employees)	20	7	3	30
Σ	83	23	14	120

H_{20} : The job satisfaction across respondents does not depend on the hotel size.

H_{2A} : The job satisfaction of the CSR concept across respondents depends on the hotel size.

Chi-square statistic $\chi^2 = 0.994$

Critical chi-square value $\chi^2_{0.05}(2) = 9.488$

The null hypothesis (H_{20}) was not rejected. The dependence of the job satisfaction across respondents on the hotel size was not proved.

Source: authors, 2025

Employee Development

Another specific factor of job satisfaction and dissatisfaction concerns employee development opportunities, which help to increase employee engagement and improve employee performance. Therefore, respondents were asked whether they were provided with some employee development opportunities, to which 61% of Czech respondents and 60% of foreign respondents stated yes, while 32% of Czech respondents and 30% of foreign respondents stated no, which is a relatively high number. The lack of employee development opportunities can lead to job dissatisfaction and employee disengagement, as well as to poor employee performance.

Employee development opportunities should include various training and learning activities from onboarding through additional training to career development to allow employees to acquire and advance the knowledge and skills they need to successfully perform their jobs and fully use their work potential. It all should start with proper onboarding. Therefore, respondents were asked whether they were provided with sufficient onboarding activities, to which 80% of Czech respondents and 85% of foreign respondents stated yes. These relatively high numbers are a positive signal because the proper onboarding should help employees to achieve the required engagement and performance as soon as possible. However, there are always opportunities for improvement.

The additional training provided could include the issue of corporate social responsibility to advance the employees' awareness of various socially, environmentally, and economically oriented activities therefore respondents were asked whether they have ever been provided with some additional training on corporate social responsibility to which 40% of Czech respondents and 35% of foreign respondents stated yes, while respondents who stated no confirmed the interest in additional training on corporate social responsibility. There is a challenge for employers if they want employees to actively participate in socially, environmentally, and economically oriented activities.

Employee development should be supported by the opportunity for employees to bring new ideas and innovations. Therefore, respondents were asked whether they have such an opportunity, to which 72% of Czech respondents and 50% of foreign respondents stated yes, which is important for using work potential and advancing career development of employees. Additionally, respondents were asked whether they feel their opinions are welcomed and respected at work, to which 20% of Czech respondents and 10% of foreign respondents stated always, while other respondents stated sometimes or never, which is not good for increasing job satisfaction and employee engagement.

To analyze employee development opportunities across respondents (Czech and foreign), a non-parametric chi-square test of independence for a contingency table (χ^2) at a significance level of 0.05 was carried out to verify an alternative hypothesis (H_{3_A}) that employee development opportunities across respondents depend on the hotel size. Against this, a null hypothesis (H_{3_0}) was defined that employee development opportunities across respondents do not depend on the hotel size. After computing a chi-square statistic (χ^2) and determining a critical chi-square value for the significance level of 0.05 ($\chi^2_{0.05}$), the null hypothesis (H_{3_0}) was not rejected in favor of the alternative hypothesis (H_{3_A}), since the computed chi-square statistic (χ^2) was not higher than the determined critical chi-square value for the significance level of 0.05 ($\chi^2_{0.05}$). The dependence of employee development opportunities across respondents on the hotel size was not proved (see Tab. IV).

IV: The dependence of employee development opportunities on the hotel size

The hotel size	Employee development opportunities			Σ
	Yes	Not use	No	
Small (under 50 employees)	38	6	19	63
Medium-sized (under 250 employees)	16	2	9	27
Large (over 250 employees)	18	2	10	30
Σ	72	10	38	120

H_{3_0} : Employee development opportunities across respondents do not depend on the hotel size.
 H_{3_A} : Employee development opportunities across respondents depend on the hotel size.

Chi-square statistic $\chi^2 = 0.334$
Critical chi-square value $\chi^2_{0.05}(2) = 9.488$

The null hypothesis (H_{3_0}) was not rejected. The dependence of employee development opportunities across respondents on the hotel size was not proved.

Source: authors, 2025

Equal Opportunities and Human Rights

Caring about equal opportunities and human rights can be taken as a core activity of socially responsible human resource management. To be satisfied and engaged, employees need to feel treated well and fairly. Therefore, respondents were asked whether they feel treated well and fairly at work, to which 83% of Czech respondents and 90% of foreign respondents stated yes, which are relatively high numbers. However, there are always opportunities for improvement.

Following that, respondents were asked whether their employers pay attention to diversity issues, to which 24% of Czech respondents and 55% of foreign respondents stated rarely or never, which is not a positive signal. The diversity issues should be taken seriously by employers within socially responsible human resource management. Specifically, respondents were asked whether their employers pay attention to gender equality, to which 32% of Czech respondents and 40% of foreign respondents again stated rarely or never, which demonstrates the relative lack of attention to diversity issues. There is another challenge for employers if they want employees to be more engaged in delivering higher-quality services.

To analyze the attention that employers of respondents (Czech and foreign) pay to diversity issues, a non-parametric chi-square test of independence for a contingency table (χ^2) at a significance level of 0.05 was carried out to verify an alternative hypothesis (H_{4A}) that the attention paid to diversity issues depends on the hotel size. Against this, a null hypothesis (H_{4_0}) was defined that the attention paid to diversity issues does not depend on the hotel size. After computing a chi-square statistic (χ^2) and determining a critical chi-square value for the significance level of 0.05 ($\chi^2_{0.05}$), the null hypothesis (H_{4_0}) was not rejected in favor of the alternative hypothesis (H_{4A}), since the computed chi-square statistic (χ^2) was not higher than the determined critical chi-square value for the significance level of 0.05 ($\chi^2_{0.05}$). The dependence of the attention paid to diversity issues on the hotel size was not proved (see Tab. V).

V: The dependence of the attention paid to diversity issues on the hotel size

The hotel size	The attention paid to diversity issues			Σ
	Yes	Not use	No	
Small (under 50 employees)	27	18	18	63
Medium-sized (under 250 employees)	12	7	8	27
Large (over 250 employees)	13	8	9	30
Σ	52	33	35	120
H_{4_0} : The attention paid to diversity issues does not depend on the hotel size.				
H_{4A} : The attention paid to diversity issues depends on the hotel size.				
Chi-square statistic $\chi^2 = 0.086$				
Critical chi-square value $\chi^2_{0.05}(2) = 9.488$				
The null hypothesis (H_{4_0}) was not rejected. The dependence of the attention paid to diversity issues on the hotel size was not proved.				

Source: authors, 2025

Support of Local Communities

Finally, respondents were asked whether their employers have some initiatives to support local communities, to which 36% of Czech respondents and 47% of foreign respondents stated yes, which are relatively low numbers, but still positive. The support of local communities is a very important part of socially oriented activities, and engaging employees to actively participate in it should be an essential part of socially responsible human resource management.

Following that, respondents were asked whether the support of local communities by the employer is important to them personally, to which 56% of Czech respondents and 47% of foreign respondents stated very or rather important, which can be taken as a positive signal that more and more employees care about socially responsible issues. On the other hand, there is a challenge for employers to deal with such issues. Therefore, respondents were asked whether their employers have a strategy reflecting socially responsible issues, to which 32% of Czech respondents and 15% of foreign respondents stated yes, which are relatively low numbers, and there is another challenge for improvement. Socially responsible issues need to be integrated into business strategies if they are to be addressed effectively and efficiently.

Discussion

The questionnaire survey on CSR activities in four key areas (employee care and work-life balance, employee development, equal opportunities, and human rights, and support of local communities) among hotel employees (from rank-and-file employees through first-line and middle managers to top managers) of four- and five-star hotels in the Czech Republic and in selected coastal countries (Italy, Portugal, and Spain) revealed similar experiences of Czech and foreign respondents with socially responsible activities provided by their employers, regardless of the hotel size.

The findings uncovered relatively low awareness among respondents about the essential values of the CSR concept and its real benefits for both the business and employees, and other stakeholder communities. Respondents confirmed they are often confronted with various socially, environmentally, and economically oriented activities in practice. However, they are not aware that they should be an active part of the conceptual framework called “corporate social responsibility” and that they should be directly involved in delivering particular socially, environmentally, and economically oriented activities. The analysis did not prove the dependence of the awareness of the CSR concept across respondents on the hotel size.

The suggestion for hotel management is to incorporate the CSR concept into the hotel business strategy and promote socially, environmentally, and economically oriented activities as an integral part of daily hotel activities and involve every hotel employee in their delivery (Raza *et al.*, 2023). This also means including the delivery of the values and benefits of the CSR concept in standard hotel employee development programs, from onboarding through additional training to career development (Ko *et al.*, 2019). These measures should contribute to both increased hotel employee engagement and improved hotel brand (Fatma and Khan, 2024).

The active involvement of hotel employees in delivering particular socially, environmentally, and economically oriented activities with visible benefits should also lead to an increase in the attractiveness of their jobs, which should lead to an increase in their job satisfaction (Benuyenah, 2023). The findings revealed a relatively high level of job satisfaction among the respondents. The analysis did not prove the dependence of the job satisfaction across respondents on the hotel size. However, there are some challenges for improvement. Concerning working conditions, the suggestion for hotel management is to focus on wages and working hours and try to compensate unsatisfactory wages with satisfactory benefits related to work-life balance, such as flexible working hours, including flexible shift work scheduling (Safrankova and Sikyr, 2024). It could help to deal with overtime, which could avoid overall job dissatisfaction of hotel employees. On the contrary, job satisfaction and employee engagement of hotel employees could increase (Tanveer *et al.*, 2023).

Another way to avoid job dissatisfaction and employee disengagement, as well as poor employee performance, is to provide hotel employees with as many employee development opportunities as possible. The findings revealed that most respondents are provided with some employee development opportunities. The analysis did not prove the dependence of employee development opportunities across respondents on the hotel size. The suggestion for hotel management is to allow all hotel employees to acquire and advance the knowledge and skills they need to successfully perform their jobs and fully use their work potential, from onboarding through additional training to career development (Miller and Akdere, 2019). All hotel employees should also be encouraged to bring new ideas and innovations, and their opinions should be welcomed and respected (Poveda-Pareja *et al.*, 2024). These efforts could help hotel employees deliver high-quality hotel services, which could allow hotels to attract and retain enough satisfied customers and thus increase hotel performance (Li *et al.*, 2024).

All these measures should be part of socially responsible human resource management, the core of which should be the concern for equal opportunities and human rights. The analysis did not prove the dependence of the attention that employers of respondents pay to diversity issues. If hotel employees are required to be more engaged in delivering high-quality hotel services, they need to feel treated well and fairly, regardless of their nationality, age, or gender (Muhammad *et al.*, 2024). The suggestion for hotel management is to take seriously all the diversity issues related to hotel employees. The core for this should be effective and efficient internal communication between hotel managers and hotel employees (Zhang *et al.*, 2024).

Conclusion

Using results of a questionnaire survey among hotel employees (from rank-and-file employees through first-line and middle managers to top managers) of four- and five-star hotels in the Czech Republic and in selected coastal countries (Italy, Portugal, and Spain), the paper examined the impact of CSR activities in four key areas (employee care and work-life balance, employee development, equal opportunities and human rights, and support of local communities) on hotel employees to suggest improvements in socially responsible human resource management to increase hotel employee engagement and thus enhance the business success of hotels.

Surveyed hotel employees confirmed they are often confronted with various socially, environmentally, and economically oriented activities in practice. However, they showed relatively low awareness about the essential values of the CSR concept and its real benefits for both the business and employees, and other stakeholder communities. On the other hand, they showed a relatively high level of job satisfaction and engagement. However, there are some challenges for improvement to avoid job dissatisfaction and disengagement. The suggestion for hotel management is to incorporate the CSR concept into the hotel business strategy and promote socially, environmentally, and economically oriented activities in daily hotel activities to involve hotel employee in their delivery. To increase

hotel employee engagement and thus enhance the business success of hotels, socially responsible human resource management should be aimed at providing hotel employees with favorable working conditions and fair employment relations, including a care for work-life balance and development, as well as a concern for equal opportunities and human rights.

Developing socially responsible human resource management has the potential to increase the attractiveness of hotels for both employees and customers, which can enhance hotel business success. The key is to implement socially responsible human resource management with an emphasis on employee well-being while demanding employee engagement in delivering quality hotel services. The conclusions are limited by the focus on four- and five-star hotels representing potentially high-quality services, including services meeting CSR standards. When including lower category hotels, the results would likely be different, due to the likely more limited opportunities to develop high-quality standards, including CSR standards. On the other hand, the effort to increase the attractiveness of hotels for both employees and customers by promoting socially, environmentally, and economically oriented activities is applicable across hotel categories. Therefore, the conclusions could be beneficial for hotel management of various hotels, although the focus was only on hotels in the Czech Republic and in selected coastal countries (Italy, Portugal, and Spain) as representatives of attractive destinations for tourists from all over the world. Further research could address the issue of how hotels manage to integrate their business, CSR, and HRM strategies to achieve expected values and benefits of socially, environmentally, and economically oriented activities in practice. Such a strategic approach would be beneficial for all stakeholder communities.

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