

The Relationship between Corporate Social Responsibility and  
Voluntary Turnover in a Governmental Sector Organization of  
Qatar

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# DEDICATION

To my family.

## ACKNOWLEDGEMENTS

This work could not have been accomplished without the supervision of my Supervisor Dr Susan Greener. Thanks to her great timely support, great understanding, dedication and commitment. I also would like to express my appreciation to Dr David Higgins for his valuable feedback and my second supervisor Dr Allan Macpherson for his thorough feedback. My appreciation goes to all the staff and faculty with the University of Liverpool business administration programme for the wonderfully planned and executed graduate programme.

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## ABSTRACT

High voluntary employee turnover is a costly phenomenon to organisations. It is associated with lower quality work, lower morale and higher workload for staying employees, higher separation costs and negative image for the organisation. The non-profit organization Qatar Museums Authority (QMA) is no exception as it has been suffering dearly from voluntary employee turnover at rates higher than twenty percent since its inception in 2005. While voluntary turnover is impacted by many factors, it was observed that it has increased since QMA's adoption of specific policies of corporate social responsibility (CSR).

The aim of this study was to investigate the factors that affect voluntary employee turnover rate in QMA, especially after adoption of CSR strategies. More specifically, this research addressed these two questions: What the factors contribute to the high employee turnover rate in QMA, and how CSR implementation plays a role in this problem.

Based on the literature review, a conceptual model of nine hypotheses was designed, and tested using mixed methods: quantitative, qualitative and action research approaches. The nine hypotheses were designed to capture the most relevant factors to QMA that contribute to high voluntary turnover rate. The hypothesized model was founded on the assumptions that employee environmental literacy and perceived organisational morality impact employees' perception of CSR and hence employee turnover rate. The model also hypothesizes that role ambiguity, organisational communication and work adaptability affect job satisfaction and hence employee turnover rate. The conceptual model also theorizes that QMA financial performance affects employee motivation and hence employee turnover rate.

Regarding the quantitative methods that were followed, an online survey was designed and conducted, which included past and current QMA employees. Standardized open-ended interviews were conducted as well. The mixed method approach validated eight of the nine initial hypotheses.

The findings of the survey and interviews demonstrated that employees' perception of CSR, job satisfaction and employee motivation are associated with the high voluntary turnover rate; QMA employees' perceived organisational morality is associated with their perception of CSR; role ambiguity, organisational communication and work adaptability are associated with job satisfaction; and QMA's financial performance is associated with employee motivation.

The research methodology had an action research component as a supportive organisational learning measure. The survey and interviews were conducted in order to substantiate the three phases of action research: presentation, discussion and implementation. A discussion of the results with QMA senior management was conducted to reflect upon the conducted analyses and to examine the findings in light of relevant literature. More importantly, action research was conducted in order to establish organisational learning and actionable knowledge that is relevant and applicable.

The outcomes of this study shed light on the aspects of CSR implementation within QMA that contribute to the issue of high voluntary turnover rate. This is the first study of its kind in the region especially with the focus on the relationship between CSR and

voluntary turnover. Future research can be used to address its limitations and extend its benefits.

***Key words: CSR, turnover rate, environmental literacy, perception, job satisfaction, motivation, work adaptability, action research, communication, online survey***

# TABLE OF CONTENTS

Dedication	2
Acknowledgements	3
Abstract	4
Table of Contents	7
List of Tables	11
List of Figures	11
List of Acronyms Used	13
1.0 Introduction	14
1.1 The Organisation	16
1.2 Background	20
1.2.1 CSR and its Importance	20
1.2.2 QMA's Journey into CSR	21
1.3 Theory and Practice Gaps and Problem Statement	21
1.4 Research Question	22
1.5 Research Objectives	23
1.6 Significance of Study	24
1.7 Approach to Research	25
1.8 Structure of the Report	27
2.0 Literature Review	29
2.1 Corporate Social Responsibility	29
2.2 Importance and Benefits of CSR	33
2.3 Focus of the Study	36
2.4 Factors Affecting voluntary turnover of employees	38
2.5 Impacts of CSR on voluntary turnover	54
2.6 Summary of the Literature Review	56
2.7 Research Hypotheses	58
2.8 Conceptual Model Justification	59
3.0 Research Design	61
3.1 Research Methods	62



3.2 Mixed Methods Approach	65
3.2.1 The Conceptual Model	67
3.2.2 Quantitative Data Analysis	67
3.2.2.1 Descriptive Statistics	67
3.2.2.2 Cronbach's Alpha	70
3.2.2.3 Principal Component Analysis	71
3.2.2.4 Linear Regression Models	72
3.2.2.5 Mediation Analysis	73
3.2.3 Qualitative Research Methods	76
3.2.3.1 Semi-Structured Interviews	76
3.2.3.2 Coding Process	78
3.2.3.3 Action Research Learning Set	79
3.3 Software Used	81
3.4 Summary of Methods	81
4.0 Findings	83
4.1 Quantitative Analysis Results	84
4.1.1 Cronbach's Alpha and PCA	87
4.1.1.1 Environmental Literacy	87
4.1.1.2 Perceived Organizational Morality	89
4.1.1.3 Role Ambiguity	91
4.1.1.4 Organizational Communication	92
4.1.1.5 Work Adaptability	93
4.1.1.6 Employee Perception of CSR	95
4.1.1.7 Employee Turnover Intention	97
4.1.2 Linear Regressions	99
4.1.3 Mediation Analysis Findings	101
4.1.3.1 Employee Literacy, Employee Perception of CSR, and Turnover Rate	101
4.1.3.2 Perceived Organisational Morality, Employee Perception of CSR, and Turnover Rate	102
4.2 Qualitative Methods	103
4.2.1 H1: Employee environmental literacy (EL) is associated with employee perception of CSR (EP).	105

4.2.2 H2: Perceived organisational morality (POM) is associated with employee perception of CSR (EP).	106
4.2.7 H7: Employee perception of CSR (EP) is associated with employee turnover rate (TR).	107
4.2.10 Interviews Summary	108
4.3 Summary of Results	108
5.0 Action Research Approach	109
5.1 Phase I: Presentation	109
5.2 Phase II: Action Learning Set Discussion	111
5.2.1 Learning Set Outcomes	113
5.3 Summary of Action Research	115
6.0 Discussion and Interpretation	117
6.1 The relationship between Perceived Organizational Morality (POM) and Employee perception of CSR (EP) and their impact on employee turnover	118
6.2 The impact of the three factors of role ambiguity (RA), organizational communication (OC) and work adaptability (WA) on employee turnover (TR)	120
6.3 Reflections	125
6.3.1 Description of the Experience	125
6.3.2 Feelings	126
6.3.3 Evaluation of the Experience	127
6.3.4 Analysis	128
6.3.5 Conclusion	128
6.3.6 Action Plan	129
6.4 Practical Implications	130
6.4 Summary of the Discussion	132
7.0 Conclusions	134
7.1 Research Strengths	134
7.2 Research Limitations	136
7.3 Reliability and Validity	137
7.4 My Personal Learning Journey	137
7.5 Future Research	139
7.5 Concluding Remarks	140

References	141
Appendices	149
Appendix A: Online Questionnaire	149
Section 1: Environmental Literacy	156
Section 2: Perceived Organizational Morality	157
Section 3: Role Ambiguity	158
Section 4: Organizational Communication	159
Section 5: Work Adaptability	160
Section 6: Employee Perception of CSR	161
Section 7: Employee Turnover Intention	162
Section 8: Literacy Level	163
Appendix B: More Statistical Results	164
PCA Screeplots	164
Appendix C: Standardized Interview Questions	166
Appendix D: Presentation to Management	167

## LIST OF TABLES

Table 1. Study hypotheses and their statistical representation.....	59
Table 2. List of research stages used with their order and purpose.....	64
Table 3. Impact of sample size on statistical power.....	70
Table 4. The regression models conducted. (Source: Research Design Used ).....	73
Table 5. Demographic characteristics of the survey population. ....	85
Table 6. Descriptive Statistics for Environmental Literacy (EL).....	88
Table 7. Descriptive Statistics for POM. ....	90
Table 8. Descriptive Statistics for RA. ....	92
Table 9. Descriptive Statistics for OC. ....	93
Table 10. Descriptive Statistics for WA. ....	95
Table 11. Descriptive Statistics for EP.....	96
Table 12. Descriptive Statistics for TR. ....	97
Table 13. Summary of survey constructs' eigenvalues, explained variance and Cronbach's Alpha. .....	99
Table 14. Results of linear regression on association relationships between the survey constructs. .....	100
Table 15. Summary of mediation analysis for EL, EP, and TR.....	102
Table 16. Summary of mediation analysis for POM, EP, and TR.....	103
Table 17. Demographic characteristics of the interviewees. ....	105
Table 18. Meeting with management agenda, slideset presented in Appendix D. ....	111
Table 19. Topics covered in the learning set sessions. ....	112
Table 20 Summary of action research findings, actions and evaluation methods. ....	116

## LIST OF FIGURES

Figure 1. Locations of QMA and two museums in Doha.....	17
Figure 2. Arab Museum of Modern Art. ....	18
Figure 3. Msheireb Museum. ....	18
Figure 4. Qatar Islamic Museum Park (MIA, 2016). ....	19
Figure 5. Action research helix (adapted from Stringer and Genat, 2004, p. 4).....	26
Figure 6. Action research cycle (adapted from Stringer and Genat, 2004, p. 5). ....	27
Figure 7. Hypothesized conceptual model for QMA. ....	59
Figure 8. Phases of the research. ....	66
Figure 9. The formula used for sample size calculations (Ellis, 2010). ....	69
Figure 10. The mediation effect of employee perception of CSR (EP).....	74
Figure 11. Steps of mediation analysis. ....	75

Figure 12. Action learning set cycle with the three phases conducted.....	81
Figure 13. Percentage of Qatari and non-Qatari survey respondents. ....	86
Figure 14. Percentage of educational attainment of the survey respondents.....	86
Figure 15. Tested conceptual model with linear regression coefficients. All hypotheses were statistically significant with p-value less than the significance level of 0.05.....	100
Figure 16 Gibbs Reflective Cycle (Gibbs, 2001).....	125
Figure 17.The four steps of implementing new strategies while engaging the stakeholders (Morris and Baddache, 2012).....	131

## LIST OF ACRONYMS USED

Acronym	Description
CSR	Corporate social responsibility
EL	Employee Environmental Literacy
EM	Employee Motivation
EP	Employee Perception of CSR
FP	QMA financial performance
H	Hypothesis
INT	Interviewee
JS	Job Satisfaction
OC	Organisational Communication
PC	Principal Component
PC1	First Principal Component
POM	Perceived Organisational Morality
QMA	Qatar Museums Authority
RA	Role Ambiguity
TR	Employee Turnover Intention
WA	Work Adaptability

## 1.0 INTRODUCTION

Companies such as IKEA practise CSR by requiring that its suppliers prohibit child labour, Vodafone applies a number of practices and methods to reduce the amount of carbon dioxide emissions, and Unilever addresses health and safety concerns at the workplace among others (Vogel, 2005). The past three decades have experienced and borne witness to a radical change in the relationship between corporations and their working environments (Madrakhimova, 2013). Organizations and firms have continuously been called upon towards adopting strategies that go beyond the financial aspects of their corporate operations and taking into consideration of both the social as well as the environmental aspects of their business activities (Madrakhimova, 2013). With this understanding, organizations and corporations have conducted changes and modifications into their corporate policies and activities and have enhanced their engagement to corporate social responsibility activities (Madrakhimova, 2013, Dahlsrud, 2008). At the organizational level, CSR strategies are implemented through various aspects and practices, aiming to enhance the social and environmental performance of the company and may cover a variety of topics. CSR can be defined as "the responsibility of enterprises for their impact on society" (European Commission, 2011: 1).

There are examples where CSR was implemented in a top-down approach and without engaging the organisation's stakeholders (Bhattacharya, 2009). According to Fogel (2016), such claims suggest that "CSR encroaches on what should be the proper work of governments, that CSR is simply a public relations ploy that takes away money from shareholder returns, and that CSR diverts attention from establishing enforceable

rules that advance the common good e.g., laws that help prevent oil spills or protect humans around the world" (Fogel, 2016:38). It may appear that organisations eagerly and swiftly respond to the concerns of the public regarding their operations and engage in socially responsible practices. Several cases of corporate misconduct have unveiled discrepancies between the CSR rhetoric and practices. As such, this contradictory claim leaves the influence of CSR on the corporate business environment open to interpretation (Pallister and Law, 2006). On one hand, there exist indications that organizations increasingly seek to align their business and corporate procedures and activities to meet the expectations of CSR that exist within society. In contrast, the sincerity and effectiveness of these actions often raise doubts and the firms are frequently accused of using CSR as a public relations ploy (Fogel, 2016).

The existing work of research does not clearly address the potential issue of conflicting aspects of CSR and its implementation (Frederic, 2008). The academic discourse on CSR is primarily theoretical rather than practical. Muller and Kolk (2010) suggested that the existing research falls short of providing satisfactory guidance and evidence towards the practice of CSR, which impacts the assessment of corporate social performance in a methodological manner (Muller and Kolk, 2010). This is also related to the debate on the financial benefits for organisations that adopt CSR (Laffer et al., 2011).

As the topic of the report suggests, this work of research seeks to assess the existing relationship between the involvement of QMA as a governmental organization in corporate social responsibility and the turnover rate of staff members. In this chapter a framework is established for the thesis. The focus of this thesis is the practical implementation of CSR



within QMA and how this affects voluntary employee turnover. The chapter then focuses attention on the statement of the problem, the questions that will guide the research, the objectives and goals of the study, the expected significance, the approach that the researcher will take towards achieving these objectives and will conclude with a brief overview into the structure of the entire document.

### 1.1 The Organisation

The organization of interest is QMA, which is a non-profit organization established in Qatar in 2005 by the former ruler of the State of Qatar, with the purpose of managing, developing and maintaining all museums of the country. It is funded mainly by the government. Because of QMA's broad message that aims at inviting the world to a small underdeveloped country, Qatar has successfully joined the UNESCO World Heritage Committee. QMA currently manages more than eight museums, exhibitions and archaeological sites: Museum of Islamic Art (MIA) (Figure 1), Arab Museum of Modern Art (Mathaf), MIA Park, Katara cultural village, ALRIWAQ DOHA Exhibition Space, the Al Zubarah World Heritage Site Visitor Centre, and archaeological projects in different locations of the country. Moreover, QMA is working on developing new projects and museums like Artists in Residence and the National Museum of Qatar. Despite the original objective of establishing QMA as an organization to manage Qatar museums, its role has been much more diverse and extends to performing art, cinema and world artistry (Figure 1, Figure 2, Figure 3, Figure 4).

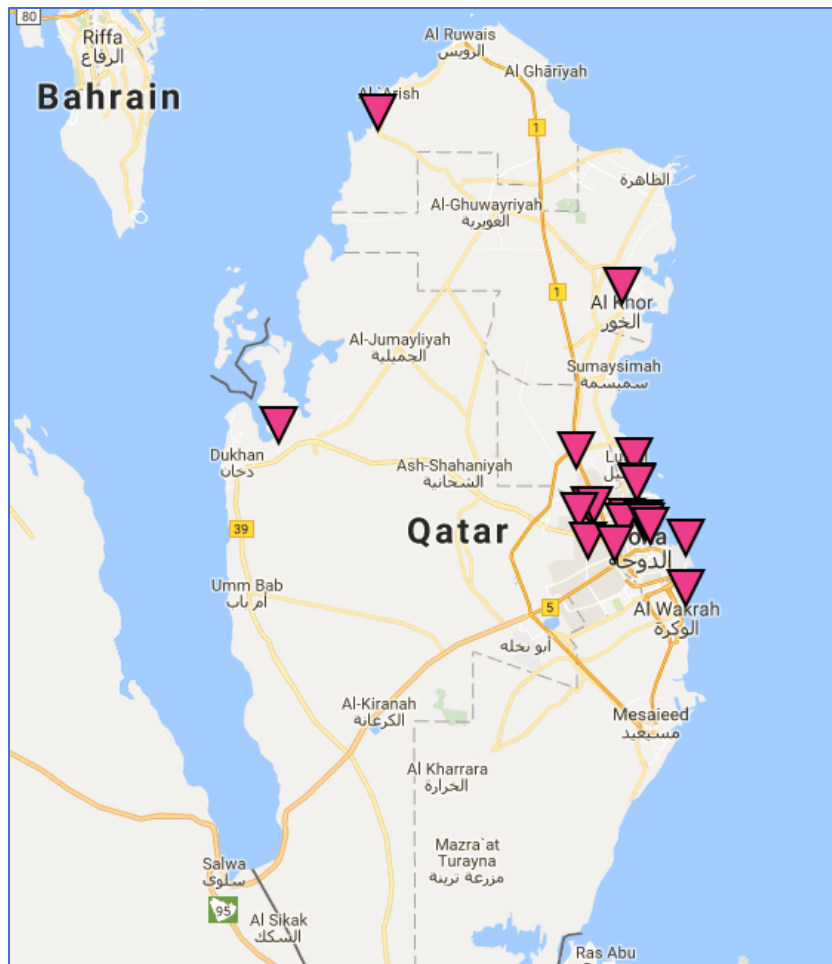


Figure 1. Locations of QMA and two museums in Doha.



Figure 2. Arab Museum of Modern Art.



Figure 3. Msheireb Museum.



Figure 4. Qatar Islamic Museum Park (MIA, 2016).

## 1.2 Background

### 1.2.1 CSR and its Importance

. Although different scholars and academic leaders have provided different definitions of CSR, all these definitions apex to the fact that CSR is the incorporation of environmental and societal concerns into the business functions of an organization (European Commission, 2011). For example, organizations in controversial industries such as tobacco production and alcohol production have been observed as turning towards CSR as a means of achieving legitimacy and sustainability. Moreover, other organizations have been observed as turning to CSR as a means of marketing themselves and establishing a positive relationship with the environment and the general public (Yoo and Chon, 2015). Thus, over the past two decades Corporate social responsibility (CSR) has been viewed as an important strategy for the long-term sustainability of organizations.

Previous work of researches has clearly demonstrated that although CSR strategies might have numerous challenges and problems, they provide many benefits and advantages that by far outweigh the disadvantages. In a study conducted by Pan et al. (2014), the researchers sought to assess the relationship between a corporation's involvement in CSR and the financial performance of the organisation. The research demonstrated that a company's participation in CSR strategies led to a high financial performance of the company (Pan et al., 2014). Moreover, the research by Aguilera et al. (2007) demonstrated that an organisation's involvement in CSR strategies increases and enhances the satisfaction of the customers while at the same time contributes towards lowering employee turnover intentions (Aguilera et al., 2007).

### 1.2.2 QMA's Journey into CSR

QMA is one of the major organizations in Qatar. Following the government's strategy to encourage organizations into CSR, QMA adopted the 3-dimensional CSR axes of people, plant and profit. The people's axis focused on the main activities that the organization should focus on towards enhancing its relationship to employees and people in general. This is the axis that is most relevant to this study. The formulation of the 3-dimensional approach was followed by the formulation of a cross-departmental CSR committee to supervise and manage CSR strategies at QMA. In addition, QMA management decided to add a page onto their internal annual report towards explaining the main CSR strategies that the organisation gets involved in annually.

### 1.3 Theory and Practice Gaps and Problem Statement

As observed in the background of the study, one might be led to the conclusion that involvement in CSR is a direct path towards the success of an organization. However, the case of QMA raises questions and queries on the above statement. Despite the significant role QMA plays in the development and progression of the Country, its mission has been blemished with management issues especially high voluntary staff turnover rate, which is "one of the issues that widely affect an organization. Organizations with high turnover rates spend less on training programs and this decreases staff productivity. This is a serious outcome that can stop the business operations if timely interventions were not applied" (Baltagi, 2006:NP). QMA internal human resources documentation point to two important

issues: the voluntary turnover rate at QMA has been more than twenty percent annually and it has been this high especially after the adoption of CSR measures.

With research on the impacts and benefits of CSR being primarily concentrated on organizations from the developed nations, there is no sufficient work of research on the involvement of Qatari organizations in CSR, and the implications of this kind of involvement on factors of success such as voluntary employees and employee retention capability. Hence, there is a substantial gap in knowledge on the association between performance of QMA and its involvement in CSR and its high turnover rate. With the growing interest in CSR and its implications for organizations, there exists a dire need for investigation of the importance and implications of CSR in developing countries such as Qatar.

#### **1.4 Research Question**

The main questions of the research are: What are the factors that contributed to the high employee turnover rate in QMA? And how does CSR play a role in this phenomenon? The primary objective of this work of research was to fill the above-stated gap in knowledge and provide information on the existing relationship between a company's involvement in CSR and its turnover rate. In completing this investigation, the research primarily focused on Qatar Museums Authority. The following were the main research questions that the study sought to find answers to.

1. What are the factors that impact turnover at QMA that could associate it with implementing CSR strategies.
2. To explore the published literature on the relationship between involvement in CSR strategies and employee voluntary turnover.

### 1.5 Research Objectives

This study sought to address the high voluntary turnover rate at QMA which coincided with the implementation of CSR strategies. To this understanding and end, this study empirically sought to:

1. Complete a comprehensive review of literature to establish a deep understanding of the impact of CSR in organizations.
2. Establish a comprehensive understanding on how QMA implemented CSR, and the main factors affecting the relationship between CSR and voluntary turnover rate at the organisation.
3. Test the hypothesized conceptual framework based on the researches and findings collected from the literature.
4. Work with QMA stakeholders in order to establish relevant conclusions and develop tentative ideas on what went wrong and map the terrain on how has this caused such an inverse relationship.
5. Provide recommendations to QMA's management on how to lower the voluntary employee turnover through an appropriate implementation of CSR strategies.



## 1.6 Significance of Study

This study makes considerable and noticeable contribution to several areas of research on voluntary turnover in a minimally researched environment such as Qatar. Moreover, through the conceptualization of CSR as a business-process oriented construct, this work takes an important step towards making CSR research a more practical approach. This will come as a significant extension to the previous work of research which have primarily focused on the positive influences of CSR and as an approach towards enhancing the financial performance of the organization (Vogel, 2005). The report primarily addresses the plight of the scholars and researchers who have explained that the existing theory has outweighed both the empirical as well as the practice research, and have emphasized the need for assessing the effect and the impact of CSR on the business practices, primarily in a developing economy such as Qatar's (Lindgreen et al., 2009a, Lindgreen et al., 2009b). This work of research expands upon the base in this field of research, by placing more attention on the management of operations and the main practice that QMA employs towards managing the social as well as the environmental impacts of its activities. The results from this kind of research could enable scholars to establish a stronger and more consistent empirical and theoretical foundation which will act as the foundation of future research on the matter.

Secondly, this study provides a significant contribution to the existing work of literature on CSR and especially the implementation of new CSR strategies in organisations. Contrary to the views and perceptions that firms and organizations engage in CSR strategies to enhance their financial and social performance (Husted and Salazar,

2006) or as a result of altruism (Muller and Kolk, 2010), this report offers evidence that the true reasons might be considerably negative, defensive in nature, than positive and the effects might not necessarily be positive as has been portrayed in the literature. More on this view is presented in the discussion chapter.

The results of the current work of research will have considerable importance to the management of QMA as well as potentially to other similar organizations in Qatar. As explained earlier, there exists a large gap in knowledge with regards to the relationship between the involvement of Qatari organisations in CSR and the voluntary turnover of their employees. The primary significance of the current research enumerate the primary factors of success that are lacking at QMA and similar organisations in Qatar. Although the research is primarily based on QMA, the organisation was used as a representative of the many organisations in Qatar that follow QMA's steps, especially its daughter organisations.

## 1.7 Approach to Research

Mixed approach was used to conduct this research in order to realize its objectives. Quantitative and qualitative methods were used to collect and analyse employee responses. Although this is not a purely action research study, action research was used in order to establish organisational learning and engage all stakeholders in the process.

Action research is defined as the “disciplined process of inquiry conducted by and for those taking the action. The primary reason for engaging in action

research is to assist the “actor” in improving and/or refining his or her actions”(Sagor, 2017: 4. While early definitions of action research focused on social studies, action research has been adopted in many fields including, but not limited to, education, health and business. In action research, both action and research are conducted simultaneously, which allows for actions to be based on collected data or facts as opposed to assumptions or subjective opinions (Ivankova, 2014, Anderson, 2015, Hine, 2013, Stringer and Genate, 2004).

Action research has the five iterative steps of designing the study, collecting data, data analysis, outcomes communication and taking informed action. And it has the characteristics of being cyclic, analytical and reflective (Figure 5). Cyclic research means that by the end of one cycle the researcher will have a plan for the next cycle (Hine, 2013, Stringer and Genate, 2004)(Figure 6). Not all action research is participatory (McIntyre, 2008), but this one is.

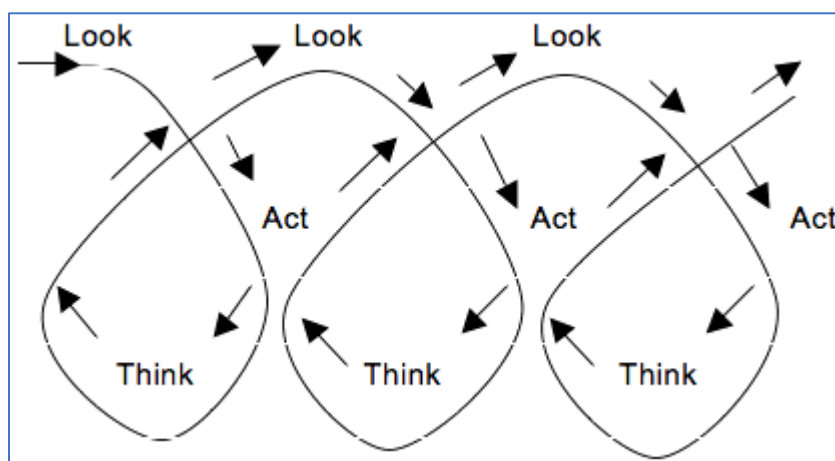


Figure 5. Action research helix (adapted from Stringer and Genat, 2004, p. 4).



Figure 6. Action research cycle (adapted from Stringer and Genat, 2004, p. 5).

Applying the above understanding of participatory action research, this study is designed to collect primary data in two phases. The first phase is through an online survey and the second phase is through few open-ended interviews. Moreover, this research used mixed research design where quantitative (online survey) as well as qualitative data (interviews) were collected and analysed. Mixed-approach studies encapsulate the aspects of both qualitative and quantitative designs (Aramo-Immonen, 2011, Ivankova, 2014).

### 1.8 Structure of the Report

This document has been structured to include seven main chapters, each discussing different a particular aspect of the research as follows:

1. Chapter 1 is an introduction to the research and presents the context, the objectives, significance, brief description of the research approach and organisation of the thesis.
2. Chapter 2 presents a literature review and concludes with relevant hypotheses that are investigated in this research.
3. Chapter 3 presents the research approach in terms of quantitative and qualitative methods and their purposes.
4. Chapter 4 presents the findings.
5. Chapter 5 presents the action research approach followed in this study and presents the actual steps that were implemented at QMA in order to utilize the results and transform them into actionable knowledge.
6. Chapter 6 provides a discussion and interpretation of the findings.
7. Chapter 7 summarizes the research and provides conclusions. It also presents the strengths and limitations of the research and provides recommendations for future research as well as summary of the researcher's personal learning journey.

The references section lists all cited literature according to Harvard referencing style. The appendices provide the online questionnaire, the formal interview questions and more statistical results.

## 2.0 LITERATURE REVIEW

The previous chapter focused upon establishing a framework or a foundation for the contents of the report. The purpose of this chapter is to review the existing work of research on the topic of study. The objective is to establish a comprehensive understanding into the concepts of corporate social responsibility (CSR) and voluntary turnover as well as establishing the existing relationship between corporate social responsibility and voluntary turnover. The chapter has been divided into seven sections. The first section discusses corporate social responsibility. The second section explains its importance to organizations. The third section describes voluntary turnover while the fourth section explains the main factors that affect voluntary turnover. The fifth section assesses the impact of corporate social responsibility on voluntary turnover while the sixth section provides a summary into the findings of the literature review. The last section provides the study hypotheses and the hypothesized conceptual model, which was tested in this research. The hypothesized model was developed based on the identified issues in the published literature related to this study's objectives.

### 2.1 Corporate Social Responsibility

Corporate social responsibility (CSR) has been explained by many definitions which might indicate that it is both a complex and a broad concept (Mohr et al., 2001, Geva, 2008, Dahlsrud, 2008). Nevertheless, those many views have many things in common which are represented in the following definition (McWilliams et al., 2006, Lii

and Lee, 2012) by the European Commission (2018) “A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”(European Commission, 2011). This position and definition has been further complemented by Campbell (2007) who suggests that corporations should not do anything significantly when they know it could harm the stakeholders, and in case of any harm the rectifications should be made for the cause (Campbell, 2007).

With regards to the complexity and large scope of CSR, numerous conceptions and commencements have been suggested as the stakeholder obligation, social obligation, environmental obligation, an ethics driven and management procedure (Maignan et al., 1999b). The social aspect of CSR offers practitioners and scholars an opportunity to identify sustainability in a society to whom corporations are accountable. Similarly, the environmental perspective provides an identification of environmental factors that should be considered while defining the company’s procedures. Stakeholders’ perspective helps in the recognition of responsibility of companies towards their stakeholders, either direct or indirect. The CSR strategies and ethical business practices usually involve the specific identified groups of stakeholders including suppliers, community, customers, employees, environment and shareholders (McWilliams et al., 2006, Lim and Greenwood, 2017).

Adopting CSR strategies can be implemented using top-down or bottom-up initiatives. In a top-down initiative, top management determines the goals which are then broken down to projects and milestones for business unites to achieve. Whereas in bottom-up initiatives, according to Gaasbeek (N.D.), organizations that use the top-down approach

fail because the set goals "are often not substantiated by insights" on the business from the lower levels, which makes reporting to be quite hard to do. Consequently, having CSR strategies happens without realizing the current impact in order to assess improvement "and what their contribution to the overall corporate CSR goals will be." (Gaasbeek, N.D.) Conversely, a bottom-up approach would leave some stakeholders disengaged and a collaborative approach where top management and line management reach middle grounds is an optimal scenario (Del Baldo and Demartini, 2012, Gaasbeek, N.D., Rangan et al., 2015).

As companies integrate CSR practices in their business operations, they must also introduce the procedure of internal CSR reporting because that helps stakeholders to believe that company's activities are socially, ethically, and environmental suitable and build a positive perception in minds of stakeholders (Plewa et al., 2015). Perez (2015) claimed that CSR reporting is significantly advantageous for the betterment and improvement of consumer perception and ultimately builds corporate reputation and brand image. Information quantity, information quality, and corporate transparency are several factors that have been identified as the critical success factors for CSR and CSR reporting. Therefore, the development of wide-ranging and all-encompassing CSR strategies enhances the understanding and perception of various internal as well as external stakeholders (Pérez, 2015).

The significance of communication and credibility of CSR has been described by Lock and Seele (2017), as the credibility perception of CSR reports defines and builds customers' trust, brand image, brand recognition, brand loyalty, and positive perception in



stakeholders' minds (Lock and Seele, 2017). Verma and Singh (2016) define CSR as a catchphrase, complex, and multifaceted word all across the globe because it is one of the biggest challenges for companies to incorporate CSR activities in their business operations. Stakeholders' demands differ from business to business; however, they require a lot more from the companies than only considering their own growth and profitability (Verma and Singh, 2016). The requirements of information and data on the social, economic, and environmental performance and procedures of the corporations have increased with time. Although, the sincere and true corporate communication and credibility of CSR reports help in the development and progress of trust of internal stakeholders with the help of perceived quality of products and business actions taken by the companies (Menichini and Rosati, 2014, Plewa et al., 2015). Updates on community development and CSR reports are generally disclosed by the large companies in order to gain customers' trust and provide authentication of the actions undertaken by these companies. The accurate, honest, sincere and true social responsibility reporting can lead to an improved and better relationship between the stakeholders and organizations (Menichini and Rosati, 2014). This is especially important for a public sector organization like QMA because honest reporting goes well with achieving its objectives of preserving heritage and managing museums.

According to Saxena and Mishra (2017), CSR, CSR perception and CSR reporting are significant in long-term profitability, success, management education and accomplishment of the companies as compared to the short-term temporary goal achievement and success of the organisation. Multinational companies and their managers are practising quantifiable and effective strategies and activities regarding CSR that

provide them with the genuine impact of the companies' activities on society and environment. The adoption of CSR strategies in order to positively impact the community and the environment has become an essential aspect of the organisation's goals

## 2.2 Importance and Benefits of CSR

As explained earlier, corporate social responsibility refers to the managerial obligation and duty to take actions that seek to protect as well as improve both the welfare of the society as well as the interests of the organization. CSR is an approach in which organizations consider the interests of all the different stakeholders, both within the organization as well as within the surrounding society (Ali et al., 2010). The organization applies those interests while at the same time developing its strategies during the CSR implementation. While this might be observed as being expensive, particularly with regard to the amount of resources needed to implemented CSR strategies, there are major benefits and advantages that result from it. According to Asemah et al. (2013), CSR offers organizations significant benefits not only through enabling them to differentiate themselves from their competitors, but also providing opportunities for cost reduction (Asemah et al., 2013). CSR can reduce costs through enhancing efficiencies and driving innovation towards more environmental-friendly and social-conscious business decisions (Green, 2017). Organisations can increase revenue and reduce cost through CSR strategies through the following six measures "CSR reporting practices strengthen your organization, CSR enhances your human resource management, Customers care about your CSR practices, Environmental performance influences your bottom-line measures, CSR

practices make your business appear less risky, and CSR can drive innovation" (Green, 2017).

One of the primary means through which CSR benefits organizations is through enhanced brand and reputation. According to the discussion by Tsoutsoura (2004), socially responsible companies and organizations have enhanced brand images and reputations. This enables the organizations and companies to attract new customers as well as investors who are attracted to brands that have a good reputation. By being socially responsible, organization and companies create a positive relationship with the neighbouring community. It also improves the impression that the community has about the organization (Tsoutsoura, 2004). According to Asemah et al. (2013), it works for organizations by enabling them to offset unfavourable images for public sector organisations such as being inefficient and/or ineffective.

Secondly, CSR promotes long run profits for the organization. Socially responsible organizations and companies tend to have more, and secure profits as compared to other organizations. Owing to the improved customer relationship, as well as improved business images, socially responsible organizations and companies secure long term profits and returns (Rao, 2009). Example CSR measures that positively affect long-term profits include "investments in the community that can improve the quality of potential employees, or contributions to charitable organizations to take advantage of tax deductions" (Hernández-Murillo and Martinek, 2009:1).

Apart from the above two main forms of benefits of enhanced brand image and promotion of long-term profits, corporate social responsibility is considered a significant tool that enhances competitive advantage. This can be achieved through the analysis of social responsibility opportunities "using the same frameworks that guide core business choices" (Porter and Kramer, 2006:2). In conjunction with the other primary benefits and advantages, as explained earlier, this leads to an increase in the value of the organization's services.

The other main way in which CSR benefits organizations and companies is through enhancing employee relationship, productivity and innovation within the organization. CSR is a key condition in the establishment of an environment towards increasing the commitment as well as the productivity of employees. Involvement of organizations in CSR tends to increase the loyalty and their engagement to their work. These conditions are especially important in assisting to recruit employees, employee retention and employee motivation and ensures maximal productivity (Asemah et al., 2013).

Internally, CSR plays a major role in enhancing the trust of the employees. Corporate marketing as well as organizational behaviour theorists have also proposed and explained that trust might also be one of the primary ways through which CSR activities influence the employees within the organization. Organizations engaging in CSR activities act as trustees for the interests of the stakeholders, including the employees (Balmer et al., 2007). Pivato et al. (2008) also explained that trust is the first result of an organization's involvement in CSR (Pivato et al., 2008). Trust plays a significant role in mediating the

relationship between CSR and the employee turnover intentions as well as employee behaviors within the organization (Colquitt et al., 2007).

### 2.3 Focus of the Study

This research was focused on the Relationship between CSR and voluntary turnover at QMA. Prior to formulating hypotheses, the general factors that are associated with turnover were investigated. The following sections present the main highlights from the relevant literature, trailed by nine hypotheses that were formulated based on the literature as well as the researcher's observations at the organisation of interest.

Voluntary turnover refers to an employee's voluntary departure from an employing organization (Stovel and Bontis, 2002). There are a lot of factors that lead to voluntary turnover. It has been argued that people do not always look for a new job for better financial incentives; there are a number of factors which can impact the decision to leave and nature of work and work environment are most common of these factors (Firth et al., 2004, Schlechter and Engelbrecht, 2006). In late 1990s, some authors have presented some factors which can increase voluntary turnover. These include emotions and feelings of employees (Ghadi, 2017, Stovel and Bontis, 2002, Tihamiyu, 2009) and work environment and employees' behaviour towards the business (Giacalone et al., 2005, Kazemipour and Amin, 2012).

By giving extension to the findings, researchers have argued that feeling of loneliness at work has been considered as a mediator between a number of factors which

forms basis of employees' intentions to quite their job and voluntary turnover (Aytac, 2015). Loneliness at work has been defined as the unwanted condition of mind that arises due to the absence of social relationships and the incapability of people to socialize with their colleagues at work (Wright et al., 2006). Ayazlar and Guzel (2014) have argued that being able to socialize and develop social relationships with people at work is also a need of employees and in absence of proper socialization people feel demotivated and lonely at work which motivates them to leave their jobs to search for a better alternative where they socialize and do not feel lonely (Ayazlar and Guzel, 2014).

In this regard, a number of researchers have argued that employees' intention of voluntary turnover (employee thinking and decisively searching for another job) is an important factor to access the employees' probability to leave their current jobs (Elangovan, 2001). It has been argued that understanding turnover intention also helps organizations to understand the determining factors that impact actual turnover as well as it has critical importance for organizations which face scarcity of valuable employees which is connected to high costs (Siong et al., 2006).

There are a number of studies which shows that it generates financial and structural distress for the organizations. Siong et al., (2006) have argued that it must be a major concern for the organizations who are seeking to reduce their losses due to training of new employees and not being able to reap the benefits due to employees' learning curve because they leave organization early, to counter the factors that impact employees' intentions to voluntarily leave their current jobs (Siong et al., 2006). While addressing that how these issues can be resolved DiMeglio et al. (2005) have argued that it is critical for the

companies to generate such an environment within the organization that have a high sense of association and socialization in order to alleviate levels of malingering and employee turnover intentions (DiMeglio et al., 2005).

Employees' intention to leave the organization can also be reduced or mitigated by aligning the value of the organization to the employees' values, through a combination of quality communication and employee engagement. In this way, a win-win situation is created, and employees' also feel motivated to work for such organizations where they see their self-interest is closely related to the organizational goals and they feel that by working in the best interest of their organization they can also achieve their own personal goals (Rego et al., 2010). On the other hand, it has also been argued that signifying meaningful activities at work is also negatively related to employees' turnover intentions. Furthermore, meaningful work environment can be created through providing employees with task significance, task identity and skill variety. These measures alleviate the problem of turnover by stimulating employee personal growth (Hackman et al., 1975, Ghadi et al., 2015).

## **2.4 Factors Affecting voluntary turnover of employees**

Voluntary turnover is one of the major drawbacks to the development and economic prosperity of organizations. When employees decide to leave their job positions, the organization needs to find and train new employees to take up the positions left behind. According to Hay Group (2014), finding an employee suitable enough to replace another

is expensive. This means that employee retention is one of the most essential methods towards ensuring the organisation's costs are under control. Previous works of researchers have clearly established that many employees leave their job positions voluntarily as a result of multiple internal as well as external factors. The following discussion assesses the findings of other previous researchers and scholars on the main factors affecting voluntary turnover in organizations (Hay, 2012).

The turnover of employees has always been a major concern that is faced by organizations regardless of their locations, size, and nature of the organization or the business strategy applied by the organization. Previous studies have clearly demonstrated that any measure of staff turnover is significantly costly to all the different levels of organizations regardless of its nature. Research has also demonstrated that the productivity and quality of the products and services provided to the customers by the organization are always negatively affected by employee voluntary turnover (Choi et al., 2012).

The seven factors that were investigated in this research were employee environmental literacy, perceived organizational morality, employee perception of CSR, role ambiguity, organizational communication and work adaptability.

The first factor that has been observed as having a major impact on voluntary turnover of employees is the lack of training and development opportunities. Hence, training and development has gained the attention of organizational managers. This is not



only due to the fact that it was observed to enhance the productivity of an organization but for the reason that it led to a low employee turnover through the alleviation of turnover intention. The lack of training or poor training was one of the primary factors causing employees to leave their organizations for others. It has been observed that inadequate training and development programs and which does not support the specific needs of the employees led to a high level of job dissatisfaction (Hoppock, 1936, Olawale et al., 2016). Curran (2012) explains that the lack of training led to an increased rate of turnover despite the position or rank of employees or the other strategies considered by the organization.

According to Noe and Gerhet (2003), circumstances resulting to job dissatisfaction results to the employees avoid the work situations physically, mentally and emotionally (Noe and Gerhet, 2003). Another major factor to voluntary turnover is job dissatisfaction. It has become clearly established that the extent to which an organization is able to achieve its goals and objectives depends upon the level of job satisfaction that the employees demonstrate towards the organization. In the most basic terms, job satisfaction may be defined as the positive emotional state that results from one evaluating and assessing their experiences from their jobs. Job satisfaction refers to the feeling of getting achievements which an employee practices in their jobs. Job dissatisfaction results when these expectations are not met (Saeed et al., 2014). The study by Olawale et al. (2016) revealed a positive relationship between the satisfaction of the employees with their jobs and their turnover intentions (Olawale et al., 2016). Saeed et al. (2014) also found similar results that job satisfaction has a negative impact on turnover intentions (Saeed et al., 2014).

Another significant factor to employee voluntary turnover is the leadership style and the characteristics of the working environment. The study conducted by Jane et al. (2012) revealed that unfavourable leadership practices were one of the reasons why employees leave their job positions. Employees are more attached to their jobs when there was a supportive leadership. CSR activities including ensuring medical coverage for the employees is one of the main primary ways in which organizations can reduce voluntary turnover. Over the past number of years, there has been a growing attention on the importance of leadership styles applied in organizations as this directly relates to the experiences and the perceptions of the employees with regard to their jobs (Jane et al., 2012).

Another factor that largely determines the rate of employee turnover is pay and the benefits conditions. Employees mainly seek to improve their working conditions or benefits when they change their jobs. Of primary importance is the amount of pay and the benefits that employees get. The research by Herbert et al. (2000) depicted that the organizations level of pay to its employees directly influence the employee turnover at the organization. In this understanding in which pay is one of the main determinants to voluntary turnover, employees quit their current jobs and accept or move to jobs that provide higher levels of pay (Herbert et al., 2000).

Finally, the other factor with considerable impacts on employee turnover is organizational commitment. According to Zhang et al. (2003), organizational commitment refers to the employee's association with the organization or the collection of feelings and beliefs about the organization as to involve or to emotionally attach in an organization. It

means a positive response towards the working condition and has a strong relation and association to the organizational goals and objectives. A strong organizational commitment has been observed to be positively correlated to a positive employee satisfaction and thus declined employee turnover (Zhang et al., 2003).

To summarize, the following factors impact employee voluntary turnover: lack of training and development opportunities, job dissatisfaction, leadership style, characteristics of the working environment, pay and benefits, and organisational commitment. It is important to clarify that these factors do not impact voluntary turnover singularly but might also interact with each other and complicate the way the business environment impact the phenomenon of interest.

#### **2.4.1 Role Ambiguity**

Role ambiguity refers to a scenario in which an employee is unsure of his or her role within the organization where he works. Role ambiguity arises when their expectations of an employee for a certain job fail to match the responsibility assigned to him or her (Hill et al., 2015). Moreover, when the same employee is given tasks for which he does not have the necessary skills and knowledge required, he becomes stressed, and could lead him or her to quit (De Clercq and Belausteguigoitia, 2017). Filling that position requires advertising, handpicking, interviewing and orientation the new employee, which is an expense added to the operation costs of the company.

Role ambiguity arises from many factors including unclear job descriptions. At the advertising level, the organization must spell out clearly the role of the employee they are

looking for, to avoid this confusion. For instance, a job description for a hotel that is seeking to employ a kitchen team member might result in a chef applying for that job. When he realizes that his job on the ground doesn't cover the description for a chef, that employee becomes frustrated and stressed, eventually opting to exit as soon as greener pastures emerge.

To avoid role ambiguity in the workplace and consequent high turnover, managers need to be more accurate when formulating job descriptions and spelling out roles for an employee (Hill et al., 2015). More time and expertise are required to formulate the right job description for each post. In cases when the role of an employee is generalized, it leads to reduced job satisfaction and exhaustion. For instance, a kitchen team member who is recruited to help in service, only for him to end up washing dishes, cooking, participating in food preparation, as well as cleaning, may feel that he is being misused by the organization. At the end of the day, this employee is tired, but unsatisfied. He does all jobs but no job in specific. The "jack of all trades" phenomenon leads to low motivation and reduced job satisfaction. Eventually, the employee leaves and another has to be recruited all over again. Moreover, employee expectations need to be considered as early as at the interviewing level. It remains to be considered by the human resource team in an organization, that acquiring the right person for the job is more important than just hiring a person to fill a vacant position.

#### 2.4.2 Work Adaptability

Another factor that contributed to employee turnover is work adaptability. When an employee is able to adjust to change within the work environment, it even becomes easier for them to relate with new employees or in the case of them being the new comer, it is easier to blend in with the others in the new workplace (Guan et al., 2015). Most people with adaptability skills can work independently without close supervision. An organization spends a lot of resources correcting and orientating a new employee during the adaptation phase. In this period, the employee learns the day to day activities hand challenges as well as how to cope while at the workplace. New friendships are fostered for a smooth working relationship. A few errors and mistakes are expected on the employee in this phase.

Employees who face rejection, malicious behaviour from colleagues and discrimination by supervisors have difficulty adapting to their new work environment. The frustration caused by other colleagues stresses the new employee, leaving them at the brink of mental illness. It can be so unbearable that the employee quits as soon as they join the organization. In work environments where bullying is tolerated, there is a high employee turnover rate (Guan et al., 2015).

Coping with a harsh environment is difficult for any new employee and requires, managerial intervention for the employee to survive in that organization. For instance, a new CEO of a company may face discrimination from the members of the board of directors. If the CEO is not properly oriented into his role, it will be difficult to manage the organization effectively. If for some reason, the CEO is belittled by the chain managers, it makes his leadership difficult. His authority is sublimed. Owing to the demanding nature of the CEO Job, he faces pressure to perform despite the harassment and uncondusive

environment. Initially, he tries to resist the pressure from within but when the harassment persists, he caves in and gives up the job. The organization has to fight to overcome the tainted name, especially to the investors. Furthermore, more resources have to be allocated to the hiring process. Advertisements, interviewing and selection of new candidate has to be redone afresh. The implication to the general public is that the organization has a managerial problem that probably led to the CEO quitting his desirable job (Guan et al., 2015).

Managers of organization should encourage a people's strategy within the workplace that helps new employs gain adaptability quicker and more easily, lessening the stress of adjusting to a new job. Colleagues and supervisors should assist where necessary, in making the new employee comfortable as they settle down in their new role. Guidance and counselling should be offered by supervisors (Guan et al., 2015).

As part of the organizational cultural, new employees should undergo an induction course and other relevant training that equip them for their new job. In this induction, vital information is relayed, and the organizations lays down its expectations for the new employees. Even after the induction, the work environment has to be accommodating, for new employees to survive. Reduction of turnover rates is as important as motivation for employees to the organization. The expertise of skills accrued within years of experience, the confidence of solving challenges by experiences employees along with the increased productivity of seasoned employees are assets of low employee turnover (Allen, 2008, Haibo and Xiaoming, 2013, Ingusci et al., 2019).

It is interesting that the literature points to a mixed relationship between work adaptability and employee turnover. For example, Haibo and Xiaoming (2013) demonstrated that work adaptability is inversely associated with turnover intentions. Whereas others demonstrated that work adaptability is positively associated with turnover intentions and that this relationship is confounded by management practices (Ito and Brotheridge, 2005).

### 2.4.3 Organizational Communication

Thirdly, organizational communication affects employee turnover. Employee turnover is majorly affected by an organization's communication. Communication refers to processes in which an organization plans to execute, discuss and relay information, be it written or unwritten, intention or unintentional (Argote et al., 2018). Most organisations rely on the organizational structure to determine communication channels for most issues within the organization

Freedom of expression is one vital aspect of organisational communication. Employees who feel that they are legally bound by the company policy to freely give suggestion, Express opinions and voice their contribution to the company's programs and events. Most employees who feel obligated to Express only certain ideas and prohibited to Express others might not be willing to give their contribution to an issue within the organization. In fact, most organisations that have empowered their employees are spoke

of highly by their employees. Often, an employee needs to know that their freedom of expression is guaranteed within the company's ethics and policies (Choi et al., 2012).

Of close importance to organizational communication is transparency. When there's transparency within a company's communication channels, commands can be easily executed. When managers rely company's instructions effectively to employees, it becomes easier for employees to make contribution to the issue. When an employee's ideas are treated with relevance and effective ideas are incorporated into the company's programs, it encourages other employees to voice their opinions. More so, when unpopular ideas do not lead to discrimination of an employee, it ensures open communication channels within the organization, encouraging growth (Susskind et al., 2018).

On the other hand, when an employee's vocalization of ideas results in victimization or intimidation from an organisation's management, it instils fears in colleagues. The other employees thus shy away from voicing their opinions and ideas, resulting in wastage of talent and creativity. Furthermore, when an employee comes up with an idea that attracts victimization from the senior management, such an employee is demotivated and discouraged. In the future, such an employee is unlikely to participate in the company's decision making (Argote et al., 2018).

When new ideas are downplayed or even discouraged within an organization, stagnation results. In an ever-changing world, stagnation is a disadvantage to the growth of the organisation. Furthermore, intimidation of novel ideas leads to status quo, which discourages young professionals in the organization, who may be open to creativity and



novelty. Lack of creativity and discouragement from management discourages industrious employees who may opt to venture into other companies that are open to dynamism. When an opportunity window opens, a creative employee exits the company, leaving a vacant position within the firm, that needs to be filled (Cornog, 1957).

The overall effect on ineffective communication is misalignment of employee career objectives with the organization's goals. The mismatch results in disharmony where the employee is dissatisfied with the company and vice versa. Obvious mistakes that would have been avoided through effective communication within an organization mature into full blown grave errors that require the replacement of an employee or disciplinary action (Argote et al., 2018).

Effective communication is vital in management of human resource as much as in running business within an organization (Susskind et al., 2018). However, in most companies, communication is often ineffective, leading to gross errors within the course of business activities. Managers elected into leadership positions within an organization ought to practice effective communication by articulating issues clearly and accurately to colleagues and juniors. Ineffective communication results in employees misinterpreting instruction and commands from supervisors and managers (Argote et al., 2018). Such a mistake results in errors in job description and roles. Consequently, the manager reports a negative appraisal for such employees and often avoid working with them

Individual differences between professions used be addressed timely, to avoid them from getting in the way if business activities. Such differences include personal differences

and relationships that interfere with work. For instances, a man in a junior position who was rejected romantically by a woman in a senior level, may openly defy instructions of the former. The open arrogance reduces the effectiveness of such a manager, leading to business errors (Allen, 2008, Choi et al., 2012). Organization communication should be open, transparent and friendly, in such a way that it favours business and smooth running of the organisation.

#### **2.4.4 Employee Perception of Corporate Social Responsibility**

An employee's perception of the organization's corporate social responsibility is another factor that affects employee turnover. CSR is the organization's responsibility to social growth, which it owes to its customers, investors and society at large (Scheidler et al., 2016). Every organization has both an economic as well as a social responsibility. The economic responsibility of a company is to make products and sell them to the society, at a profit. On the other hand, the society expects the organization to achieve its economic responsibility within the allowed moral frameworks. Simply, the organization should contribute to social good. Furthermore, the organization is expected to perform its operations within the ethical and legal frameworks. Philanthropy is expected of an organisation as part of its contribution to the common good of the society. For instance, a thriving company ought to be actively involved in community projects such as sponsoring of education, provide of clean and safe water as well donating to charitable organizations, to mention but a few (Lin and Liu, 2017). This should not go against profitability. In fact,

many sustainability researchers agree on balancing the three axes of sustainability: people, plant and profitability. These are also known as the Triple Bottom Line and their significance lies in that generating profits should not go against offering sustainable employment and taking care of the environment (Elkington, 1994)

Major stakeholders within the working environment of an organization include, employees, customers, the local community and the society at large. These stakeholders have a keen interest in the activities and decisions of a company since they are affected in one way or another by these decisions and practices. CSR had been found to have a positive influence on the attitudes as well as behaviours of stakeholders, both internal and external. The stakeholders tend to hold a company in high regard, which in turn results in increased sales for the company. In turn, when the company has increased sales, it contributes more in charitable organizations, which is a positive feedback for the society in general. For instance, a telecommunications company that contributes positively in education programs, will attract more clients, recording more sales in its products due to the popularity that comes with such a CSR project. In turn, this company gives back to the society in bigger projects like major contributions to charitable organizations (Scheidler et al., 2016).

For organizations in controversial industries like tobacco, gaming, oil, alcohol and other products that have received great social criticism, there is a documented positive association between employee turnover and employee job satisfaction (Kim et al., 2016). To evade criticism from peers and friends, employees of such companies deny the company's identity. As such, most cite religious affiliations and social obligation to condemn such companies. For most employees working in such organizations, they

prefer to conceal their work information. Most organizations that have received social criticism try to make up for their tainted public image by aggressive involvement in projects aimed at social good (Scheidler et al., 2016). Indeed, many companies target weaknesses in the society such as lack of school fees and intervene by sponsoring the education of well performing students.

#### 2.4.5 Employee Environmental Literacy

Environmental literacy is a key determinant of employee turnover. It refers to the interactions between the natural systems and the human-social systems. In this context, it is an employee understanding of skills and motivation necessary for making decisions that pertain to his or her relationship with natural systems, communities and future generation. Organizations that engage their employees in environmental literacy programs report low employee turnover. By understanding the natural environmental of the location in the organization. For instance, for organizations that emit harmful waste products to the natural environment, high employee turnover is expected. The employees of such a company are less likely to be disassociated with the company's harmful effects (Lamm et al., 2015).

When managers of such a company are involved in decision making, they may advise the company to consider other means of waste disposal that do not lead to environmental pollution. Should the organization not consider alternative means, the employees will have the moral obligation of quitting the company. Such scenarios lead to a high employee turnover, which impacts negatively on the organization in terms of

resources and overall reputation. Such a company will have difficulty convincing investors to put in more resources in it (Bula, 2012).

By advocating for environmental preservation and reduction of environmental pollution, an organization gains popularity from both its employees and customers. With the increasing rate of environmental literacy in the society today, companies that advocate for environmental preservation, gain more popularity as it attracts conservationists. More so, investors are developing more interest in green-energy as an environmental conservation strategy. Increased popularity results in increase in number of both customers and investors, leading to high rating of the corporation. Indeed, brands like Starbucks that invest in environmentally friendly products, like the Starbucks coffee cup, have gained popularity over the years, resulting in high sales. Over the years, green –energy companies like solar energy companies have received universal recognition for their contribution to environmental preservation (Ho, 2012).

Employees from companies that are environmentally friendly, experience positive job identity, and are hence likely to associate with their organizations compared to employees from companies that pollute the environment (Lamm et al. 2015). Furthermore, employees who are pro-environment feel a moral obligation to correct their organizations. If their efforts to change the environmental policy in their companies fail, they end up quitting their job, looking for more satisfying jobs that are more environmentally friendly. More so, employees feel offended by the activities of harmful industries.

A good public image attracts more customer and investors, thereby growing the business (Lamm et al. 2015). More customers mean reliable brands, which in turn results in huge profits.

By engaging in environmental project such as tree planting, using non-plastic bags, advocating for environmental conservation, organizations attract reputation from environmental conservationists. In turn, the company grows in numbers, attracting more and more customers. A high number of customers results in huge profits. When a company makes huge products, it invests in product variety, and branding. Brand stability results in company growth (Lamm et al. 2015). As part of giving back to the society, the company invest in environmental conservation strategies. With a good environmental policy, the employee turnover reduces as most of the employees remain in their job positions.

#### **2.4.6 Perceived Organizational Morality**

The activities of an organization are governed by morals, which effects decision making. For instance, an elementary school built on moral grounds of honesty, will require its teachers and all employees to be persons of integrity in the society. Corrupt persons are exempted from inclusion in school decision making. Morality among the employees is crucial in effecting organizational morals. An organization that hires morally upright employees is more likely to have its morals effected than one that is not concerned with the morality of its employees. It takes a morally upright employee, to build a morally organization (Han et al., 2015, Ellemers et al., 2011).

Organizational morals affect creativity among employees. When an employee's moral values match with the value of an organization, he or she grows attachment to the organization, wanting to be positively associated with the company. Employees who identify with their organization, are very likely to be highly motivated at the workplace as the activities of the organization assist the employee in achievement of personal life goals (Ellemers et al., 2011).

Furthermore, positive organisational morals lead to popularity of a company in the society. Once the societal morals and values are in line with the beliefs of an organization, society is drawn to the activities and products of such a company. This attraction translates to increased sales and consequently, huge profits (Ellemers et al., 2011, Scott, 2002).

## **2.5 Impacts of CSR on voluntary turnover**

Every corporation has an economic responsibility to ensure the production of goods and services that the society seeks and to sell the goods and services to the societal members, but at a profit. However, social stakeholders also expect the corporations to behave in an ethical manner, moving beyond the economic responsibilities and taking actions to benefit the society. The stakeholders of an organization have an interest in the practices and decisions of the corporation as they are affected by and affect the operations of the organization (Donaldson and Preston, 1995).

Through these actions, CSR has a direct impact on the attitudes and behaviors of both the internal as well as the external stakeholders. For instance, the customers and the

general public respond to CSR strategies through a positive evaluation of the organization and its products or services as explained by Ellen et al. (2000) as well as through an increase in loyalty (Ellen et al., 2000, Maignan et al., 1999b). Employees in socially responsible companies and organizations have been described to be highly engaged, creative (Glavas and Piderit, 2009) and highly committed (Maignan et al., 1999a) to their responsibilities within the organization. According to Aguinis (2011), it is clearly evident that most works of researches and studies primarily focus on the impacts of CSR on the external stakeholders while there remains a sparse research on the impact of CSR on the internal stakeholders, the employees (Aguinis, 2011).

With the understanding of the gap in knowledge, a stream of research based upon the social identity theory is slowly establishing to investigate the relationship between CSR and the attitudes and behaviors of employees (Lorenzo et al., 2014). Most of such research has clearly demonstrated a positive relationship between CSR and the attitudes and behaviors of the employees. CSR strategies aimed at benefiting the external stakeholders often result in an improvement in the organization's image, which essentially works to increase and strengthen the pride of the employees and their willingness to be associated with the organization. According to the social identity theory, the association of an individual to a prestigious and reputable organization increases the self-esteem of the individual (Brammer et al., 2007).

The employee's enhanced and increased commitment, self-esteem and satisfaction as results from the company's involvement in CSR act as remedies of the intentions of the employees to leave their jobs (Chon and Yoo, 2013, Roeck and Delobbe, 2012). The more



committed the employees are to the organization, the higher the performance and thus the longer the employees are likely to be at the company. According to the research conducted by Vitaliano (2010) in which the researchers sought to estimate the impacts of good reputation of an organization on the voluntary turnover rate of employees and found that organizations that are perceived by their employees as being socially responsible have a considerably low rate of employee turnover as compared to other organizations (Vitaliano, 2010). Employees who perceive their employers as being socially responsible are less likely to consider leaving the company (Hansen et al., 2011). As observed by Mulki et al. (2010), most of the existing research on the relationship between the involvements of an organization in CSR strategies support the hypothesis that there exists a negative association between the ethical climate within an organization and the turnover of employees within the organization (Mulki et al., 2006).

## **2.6 Summary of the Literature Review**

The objective of this chapter was to review the already existing work of researches on voluntary turnover of employees and especially the impact of CSR implementation if any. The literature points to factors that impact voluntary turnover such as role ambiguity, organisational communication, work adaptability, organisation's financial performance, job satisfaction, employee motivation and others. The hypotheses of this study were established using the factors that were most relevant to QMA's internal and external business environments.

The seven factors of interest were role ambiguity, work adaptability, organizational communication, employee perception of corporate social responsibility, employee environmental literacy and perceived organizational morality. The literature review substantiates their associations with employee turnover rate and the objective of this research was to test the relevance of these hypotheses in the context of QMA.

CSR has continually become an important tool for establishing a positive relationship between the organization and its internal as well as external stakeholders. While CSR seeks to move beyond the economic aims of organizations and establish social roles to the surrounding society, research has been somewhat biased on studying the impacts of CSR. Current research has primarily focused on the relationship between CSR and external stakeholders. Research work on the relationship between CSR and the internal stakeholders, the employees, remains considerably sparse especially with connection to the business climate in Qatar. Moreover, the existing work of research suggests a positive relationship between the involvements of companies in CSR. However, there exists considerably limited research demonstrating the negative side of CSR, even though CSR does not seem to produce similar results in all organization. The case of QMA is one indication of the above statement.

Employee turnover is a ratio of the number of employees that need to be recruited by a company at any given time, compared to the total number of employees (Hill et al.,

2015). It is a factor contributed by both employee and employer factors. Most employers expect their employees to last long in the workplace. However, the situation on the ground is such that there is always someone leaving and others joining the company at any one given point. High turnover rates result in high operation costs in terms of the amount of resources spent in filling the vacant position. On the other hand, a low turnover might imply that the company is missing out on new skills and competencies that would have been provided by a new employee. The diversity works to the advantage of the company. Simply put, a high turnover is expensive in terms of the cost and resources incurred.

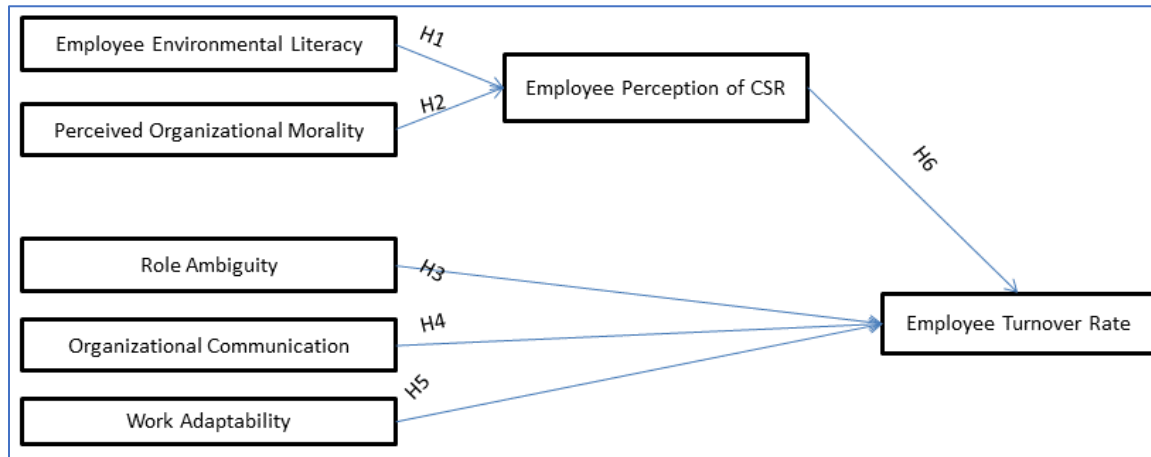
## 2.7 Research Hypotheses

Employee voluntary turnover in the public sector is higher than in for-profit sector. Moreover, voluntary turnover has been a complex issue of interest to administration action research due to its financial and efficiency impacts. Voluntary turnover in non-profit organisations is associated to many factors including employees' perception of CSR, role ambiguity, organizational communication and work adaptability. There is only one study on employee turnover in Qatar and it was focused on manufacturing for-profit organisations. Modelling employee turnover has attempted to answer questions like "why" and "how" using association modelling based on statistical associations and quantified percentages of variances. Employee perception of CSR has documented to be correlated to employee environmental literacy and perceived organisational morality. Furthermore, turnover rate is related to role ambiguity, organisational communication and work adaptability. Based on this literature review and identified research gaps (Alshallah, 2004,

Maslow, 1943, Ramlall, 2004), I proposed the following hypotheses (**Error! Reference source not found.**) which constitute the hypothesized conceptual model presented in Figure 7.

**Table 1. Study hypotheses and their statistical representation.**

Hypothesis	Statistical Representation
H1: Employee environmental literacy (EL) is associated with employee perception of CSR (EP).	EL ~ EP
H2: Perceived organisational morality (POM) is associated with employee perception of CSR (EP).	POM ~ EP
H3: Role ambiguity (RA) is associated with employee turnover rate (TR).	RA ~ TR
H4: Organisational communication (OC) is associated with employee turnover rate (TR).	OC ~ TR
H5: Work adaptability (WA) is associated with employee turnover rate (TR).	WA ~ TR
H6: Employee perception of CSR (EP) is associated with employee turnover rate (TR).	EP ~ TR



**Figure 7. Hypothesized conceptual model for QMA.**

## 2.8 Conceptual Model Justification

A conceptual model is a diagram portraying set of hypothesis that are related to a specific problem and attempts to hypothesize the factors associated or causing the issue of interest

(Earp and Ennett, 1991). The purpose of the hypothetical model was to organise the assumed factors contributing to the high turnover rate at QMA, as well as presenting the relevant body of literature that directs this research. As such, the hypothesised model guided the data collection and the choices behind the mixed research methods (Embley and Thalheim, 2012).

The literature review inspired the hypotheses which are interconnected. The proposed conceptual model portrays the connections between the hypotheses in order to capture the associations and hopefully the causality of the high turnover rate at QMA.

### 3.0 RESEARCH DESIGN

This chapter describes the study design and the detailed steps that were followed to test the validity of the devised conceptual model, which was designed using the literature review to address the main question of the study: “What are the factors that contributed to the high employee turnover rate in QMA? And how does CSR play a role in this phenomenon?” This research followed a mixed approach of quantitative, qualitative and action research methods. This was not a purely action research study. The first section defines the conceptual model and its components, and the following two sections discuss the quantitative and qualitative research methods that were used. Action research methods used are presented in Chapter 5.

In this study, employees who worked in the past or were currently working for QMA were requested to participate in a questionnaire serving the study that sought to address factors that contribute to the high turnover rate in their workplace. Moreover, they were invited to participate in a learning program where the results of the survey were further discussed and analysed, in an attempt to detect effect in the potential association between the studied factors and turnover rate in QMA (James et al., 2008). The quantitative section of the paper will address the dependant variable is employee voluntary turnover rate and the independent variables were employee environmental literacy, perceived organisational morality, role ambiguity, organisational communication, work adaptability, QMA financial performance, employee perception of CSR, job satisfaction and employee motivation.

### 3.1 Research Methods

The philosophy of sociological research is mainly rooted on two approaches; the positivism philosophy and the interpretivism. Positivism is concerned with external validity of results and reliability and thus requires that research be carried out with well-defined operational variables. Usually the main objectives of a positivist approach are to investigate correlation and relationships between two variables. As such, positivism relies on the statistical analysis methods for both quantitative and qualitative data analysis to uncover trends and patterns. The other approach is interpretivism where the researchers are concerned with the gaining deeper understanding of individual behaviour, contrasted to that of the group. Interpretivists when carrying out research would be more focussed on individual subjects and record information based on personal experiences for each subject. The type of data collected by interpretivists is usually qualitative in nature and this information may not be generalized to a larger population due to difference in views. For this reason, interpretivism is regarded a suitable approach to understanding the subjective reasons of why people behave how they behave (Crotty, 1998).

The objectives of a research study dictate the type of research method employed to gain the most information from study subjects or participants. While there are different approaches to research methodology, in the broadest sense, most researchers broadly categorize research methodology as quantitative, qualitative or a combination of both quantitative and qualitative known as mixed methodology. In a quantitative design, the characteristic of interest is defined with respect to the study objectives. Operational definition of the characteristic of interest helps in narrowing down the focus of the study

to only what is important to the objectives. The characteristic of interest is referred to as the variable of interest and it can take on many different values. One of the strengths of quantitative research is the reduction of research bias since variables of interest are usually measured as opposed to using researcher opinion (Taylor, 2010). Operational definition of a variable makes it easier to extend the research results of a quantitative design to a larger population provided the proper statistical analysis methods are applied.

On the other hand, in a qualitative design the focus is on getting information from study subjects through face-to-face interviews questionnaires and other data collection tools in an attempt to describe life experiences and find their meanings (Taylor, 2010). Qualitative research design differs from quantitative research design in that for the former, a researcher is interested in detailed information about a particular subject which may vary from individual to individual, while the latter records information that is common to a group of individuals and can be generalized to a population. For this, reason, qualitative research design is considered a subjective design is more prone to interpretive bias than the quantitative design.

In some research cases, a quantitative design or a qualitative design may not be sufficient to answer all the research questions proposed. This is due to the limitations of both methods to acquire information from the study subjects. For instance, while in a qualitative design a researcher may get detailed information from individuals, the results may not be generalized to a bigger population as the opinions described are sometimes personal and may not be shared by others. When either method is insufficient in explaining the research question, a combination of both quantitative and qualitative design is usually



applied, known as a mixed method. The researcher may decide to analyse the qualitative data first after which the researcher may group participant opinions into homogenous groups and apply a quantitative analysis or vice-versa (Creswell & Creswell, 2018). For the present study, qualitative analysis was preceded by the quantitative design. More on this is discussed in the following sections (Table 2).

The primary objective of this research was to examine whether the set of social organization aspect variables significantly affect employee turnover rates. This clearly suggests the application of statistical methods for the analysis of data, hence a quantitative design. While the results of the analysis will be generalized to QMA, the researcher believes that the information obtained from a quantitative design would not be sufficient to address the research questions. To supplement on the findings of the quantitative design, participants were interviewed using standard open-ended questions to get detailed information. The table below summarizes the approach used.

**Table 2. List of research stages used with their order and purpose**

<b>Order</b>	<b>Method</b>	<b>Purpose</b>	<b>Method Type</b>
<b>1</b>	Construct the survey using documented proven constructs representing the four hypotheses, Cronbach's Alpha Calculation, Statistical Exploratory Analyses, Principal Component Analysis and Linear regression fitting	Ensure data and survey validity, ascertain data reliability, Investigate trends and describe data, refine variables, test whether individual predictors are statistically significant	Quantitative
<b>2</b>	Semi-structured interviews and the Learning set	Obtain more insight on the factors impacting the high turnover rate at QMA.	Qualitative
<b>3</b>	Learning Set	Close the circle of learning within the organisation.	Qualitative

Both qualitative and quantitative methods were used in this study. This mixed-approach study included a survey and a learning set. Adoption of CSR has progressed from being something appealing for organisation into a necessity for its competitive advantage (Porter and Kramer, 2006). Nevertheless, CSR's varied implementations between organizations has affected employee turnover rate. This was interpreted through CSR's direct association to employees' satisfaction, or employees' perception of the organisation's CSR (Morsing, 2006; Lamm, 2015). The association between the organisation's CSR and its turnover rate was not always positive as in the studies conducted by Turban (2000), Backhaus et al. (2002) and Stawiski et al. (2010). Other factors that confound the association between CSR and turnover rate include employee perception of CSR, job satisfaction (Ellemere et al., 2011) and employee motivation (Ahmed, 2010; Backhaus et al., 2002; Baltagi, 2006; Carroll, 1979; Coldwell et al., 2008; Ellemers et al., 2011; Glavas and Kelley, 2014; Gross, 2015; Ho, 2012). Detailed description of the proposed conceptual model is discussed in the Methodology Section. Based on the literature review, a hypothetical model has been developed (Figure 7), which will be tested and validated through the mixed methodology discussed next.

### **3.2 Mixed Methods Approach**

The decision to conduct mixed-methods approach was driven by the nature of the identified problem and the desire to maximize strengths and minimize the limitations of research. Quantitative methods identify statistical relationships, qualitative methods

identify patterns, themes and holistic features whereas mixed methods achieve both outcomes. This research revolves around the hypothesized model which attempts to interpret voluntary turnover rate based on categorical and quantitative variables as well as qualitative data. This model presents a view of human behaviour and is therefore best investigated using a mixed-method approach (Tashakkori and Teddlie, 2010). Figure 8 summarizes the phases of this study. Problem identification was followed by literature review then the mixed methods approach, which consisted of three techniques: the online survey, the interviews and the learning set. Interpretation of results and reflection was ongoing throughout these techniques. Documentation and reporting accompanied every step of the research.

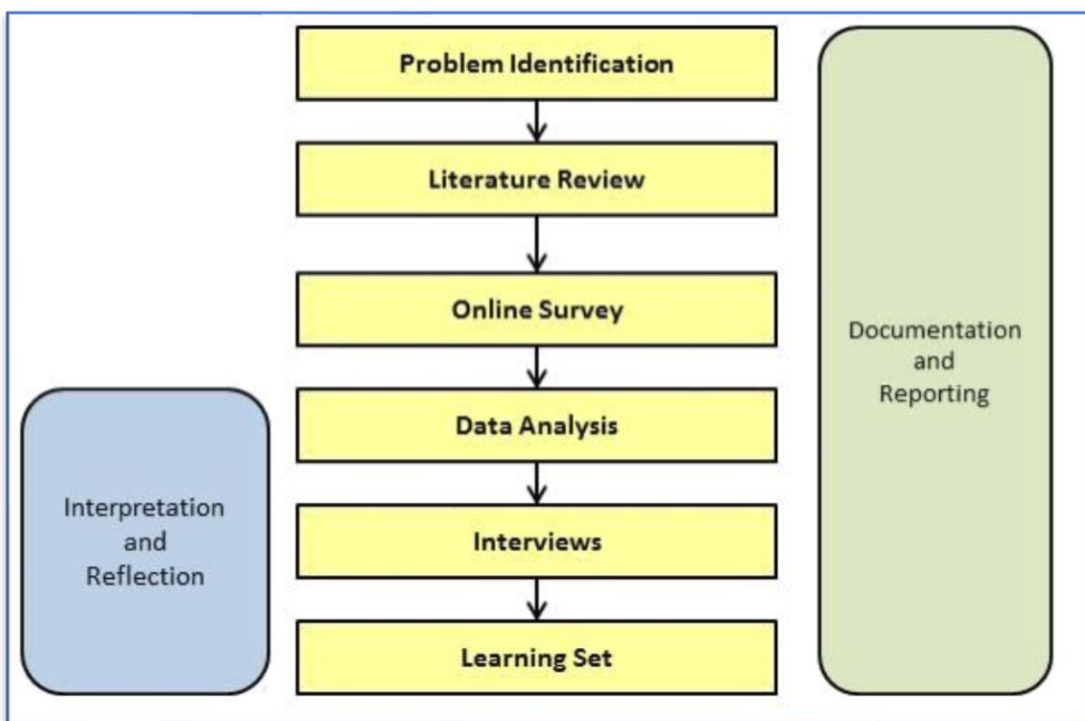


Figure 8. Phases of the research.

### 3.2.1 The Conceptual Model

Based on the literature review, the factors that are influencing Employee turnover rate have been examined and an initial conceptual model has been developed (Figure 7). Predictor variables used in the study were measured in a Likert Scale. This model is a synthesis of existing work. Ellemere et al.'s model (2011) dictates that the employee's perception of the organizational morality affects their pride in their organization, which in turn affects their job satisfaction. The relationship between job satisfaction and turnover rate is documented in the literature (Ahmed et al., 2010, Ellemers et al., 2011, Baltagi, 2006, Carroll, 1979, Backhaus et al., 2002, Coldwell et al., 2008, Glavas and Kelley, 2014, Gross, 2015, Ho, 2012). Similarly, Ho (2012) suggested that the employees' perception of the organization's CSR affects their performance and turnover intentions.

### 3.2.2 Quantitative Data Analysis

#### 3.2.2.1 Descriptive Statistics

A multiple-choice online survey of 66 questions was conducted (Appendix A). The survey had questions covering the components of the conceptual model:

1. Employee Environmental Literacy
2. Perceived Organizational Morality
3. Role Ambiguity
4. Organizational Communication
5. Work Adaptability
6. Employee Perception of CSR
7. Employee Turnover Rate

Likert scale format questions were used to collect with the answers where 1 = strongly disagree, 2 = disagree, 3 = disagree somewhat, 4 = undecided/neutral, 5 = agree somewhat,

6 = agree and 7 = strongly agree. The advantages of including such responses are "flexibility, economy, ease of composition, and the ability to obtain a summated value or score" (Baker et al., 2011). On the other hand, using Likert scale has the issues of "the order effect, acquiescence, central tendency, and pattern answering" (Baker et al., 2011). In order to lessen the effect of such disadvantages a seven-point scale was used instead of five-point and the wording and flow of the questions was designed to be simple and directly related to the components of the conceptual model. Additionally, the number of questions was 66 in order to allow for data reliability testing. Hence, to guarantee quality responses (Nunnally and Bernstein, 1994, Creswell, 2007).

Online surveys have the advantages of being economical, take short time from the respondents, can have attractive formats and are not restricted by the location of the respondents. Moreover, they provide higher data accuracy than paper surveys. However, they require more motivation from the respondents than paper surveys because the researcher is not present at the time of answering the questions (Bryman, 2015). For paper survey, questions (and sometimes answers) are usually arranged in a given order. The danger with a clearly repetitive order is that respondents may pick the same responses for different questions. However, with an online system, questions are randomized and as well as the responses avoiding a systematic order, increasing accuracy of the survey. It is critical that the right information would be extracted from the study subjects-avoiding apathy of answering the survey questions- hence the use of online survey as opposed to the paper-based survey. The survey was designed so that it would take at most fifteen minutes to complete and the questions were divided into three web-pages. The online survey tool was

designed so that one may save unfinished responses for finishing later. In such a case, respondents were reminded after every twenty-four hours to finish the survey.

The online survey was sent to all 513 previous (1-3 years since leaving QMA) and present employees of QMA, which is the population size for QMA employees. Forty-three per cent of the 513 had previously served at the QMA at various capacity while the rest were presently employed at QMA. This study aimed at investigating and decreasing voluntary turnover in QMA. Hence the selection of all previous and current QMA to test the hypothesized conceptual model provides the most relevant data. Of the 221 who left QMA, 106 reported to have left QMA voluntarily. The survey sample size meets the minimum requirement of "100 to 200 respondents" for an item analysis (Spector, 1992). The survey is a one-stage random sampling where every employee (member of the population) has an equal opportunity to participate. This means perfect representation of the target QMA population (lower sampling error). Using the formula in Figure 9 where N is the population Size, e is the margin of error, z is the confidence Level (CI) (as a z-score) and p is the question percentage value (Ellis, 2010), we can calculate the confidence interval and margin of error for the collected data.

Table 3 presents sample calculates using 99% and 95% Cis and p = 0.05.

$$\frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Figure 9. The formula used for sample size calculations (Ellis, 2010).

Table 3. Impact of sample size on statistical power.

CI	e	Sample Size
0.99	0.1	404
0.99	0.2	376
0.99	0.3	338
0.95	0.1	397
0.95	0.2	353
0.95	0.3	298

### 3.2.2.2 Cronbach's Alpha

Cronbach's alpha (alpha) was used in order to measure the internal consistency of the questions asked in the online survey, which is the degree

*"to which all questions contribute positively towards measuring the same concept ... Items that are internally consistent can be seen as raters that agree about the "true" value of the construct associated with the subjects that participated in the experiment. In that sense, Cronbach's alpha could be seen as an agreement coefficient" (Gwet, 2014:243).*

Cronbach's alpha measures the degree of correlation between two tests, designed to measure the same psychological or social construct. For instance, one of the interests of the present study is to measure organizational morality in a Likert scale format. Given the difficulty in numerically measuring morality at individual level let alone organization, Cronbach's alpha helps determine whether the questions designed in the questionnaire to measure organizational morality, actually measure organizational morality or something

else-probably unrelated to organizational morality. The mathematical formula for Cronbach's alpha is;

$$\alpha = N * \frac{\bar{c}}{\bar{v} + (N-1) * \bar{c}}$$

$N$  is the number of items in the questionnaire,  $\bar{c}$  is the average covariance between all possible item pairs and  $\bar{v}$  is the average variance of all the items. While this represents only the formula, the actual  $\alpha$  was calculated using SPSS V20. The value of alpha ranges from zero to one where higher values indicated more consistency in measuring what the items in the questionnaire purport to measure, and hence higher reliability. However, for meaningful and reliable results, the value of alpha is usually set at a minimum of 0.7 which was the standard used in this study. Values above 0.9 are considered excellent (Nunnally and Bernstein, 1994, Gwet, 2014).

### *3.2.2.3 Principal Component Analysis*

Principal component analysis (PCA) reduces a multivariate dataset to a fewer group of uncorrelated principal components (PC) where the highest variance is in the first PC (PC1) and variation decreases with the increasing number of PCs. In other words, PCs are weighted linear groupings of the raw data. PCs can be expressed using the formula  $PC1 = a_{11}Y_1 + a_{21}Y_2 + \dots + a_{d1}Y_d$ , where  $a_{j1}$  are the weights. The weights used to create the principal components are the eigenvectors that are based on the correlation between the responses variables. Because of its statistical structure, PCA technique preserves



information within the original dataset while reducing its dimensionality at the same time (Johnson and Wichern, 2007, Wackernagel, 2013). The measure of PCA success is that the first PC explains as much variation of the original dataset as possible (Bofota, 2012, Johnson and Wichern, 2007, Rogers et al., 2012). For this research a minimum of 70% variation within PC1 will be considered an acceptable criterion for PCA methodology success.

It is important to further justify the choice of PCA over the other commonly used data reduction method of factor analysis. O'Rourke and Hatcher, (2013:7) attempted to draw the line between PCA and factor analysis. Their explanation stated that while the two methods may be applied to separate variables that tend to be together empirically, the latter assumes that the observed correlation between two variables is due to hidden variable within them, while PCA makes no assumptions on causality of the variables. PCA simply reduces the variables. Varimax orthogonal rotation method will be used with PCA because it maximizes the variance of the squared loadings, which also simplifies the interpretation of the principal components (PCs) (Kaiser, 1958).

#### *3.2.2.4 Linear Regression Models*

Simple linear regression models were used in order to study the relationship between the variables. It is represented with the formula  $Y = a + bX + E$  to represent the statistical representation of  $Y \sim X$ , where Y is the dependent variable, or response, or outcome, X is the predictor variable or independent variable, or explanatory variable and E is the prediction error or residuals. The entities a and b are known as regression parameters

(coefficients). Regression models were used in order to investigate the cause-effect relationships between variables and the change in the dependent variable associated with the values of the independent variables (Chalmer, 1986, Chan, 2003). Table 4 presents the linear regression models that were conducted in order to test the four constructs of the conceptual model (Figure 7).

**Table 4. The regression models conducted. (Source: Research Design Used )**

<b>Linear Regression Model</b>	<b>Conceptual Model Construct Tested</b>	<b>Dependent Variable</b>	<b>Predictor(s)</b>
<b>EP ~ EL + POM</b>	EL and PM are associated with EP	EP	EL and POM
<b>TR ~ EP</b>	EP is associated with TR	TR	EP
<b>TR ~ RA + OC + WA</b>	RA, OC and WA are associated with TR	TR	RA, OC and WA

*EL* Employee Environmental Literacy  
*EP* Employee Perception of CSR  
*OC* Organisational Communication  
*POM* Perceived Organisational Morality  
*RA* Role Ambiguity  
*TR* Employee Turnover Intention  
*WA* Work Adaptability

### 3.2.2.5 Mediation Analysis

The hypothesized model (Figure 1) assumes that employee environmental literacy (EL) and perceived organizational morality (POM) impact employee turnover rate (TR) through their impact on employee perception of CSR (EP). In this scenario, EP is a mediator that explains the underlying mechanism of the relationship between both EL and POM and TR (Hayes, 2013). This mediation effect has two models (Figure 10): EP mediating between EL and TR, and EP mediating between POM and TR. These two mediation effects were analysed using the linear regression steps proposed by Baron and Kenny (1986), which are presented in Figure 11 (Baron and Kenny, 1986).

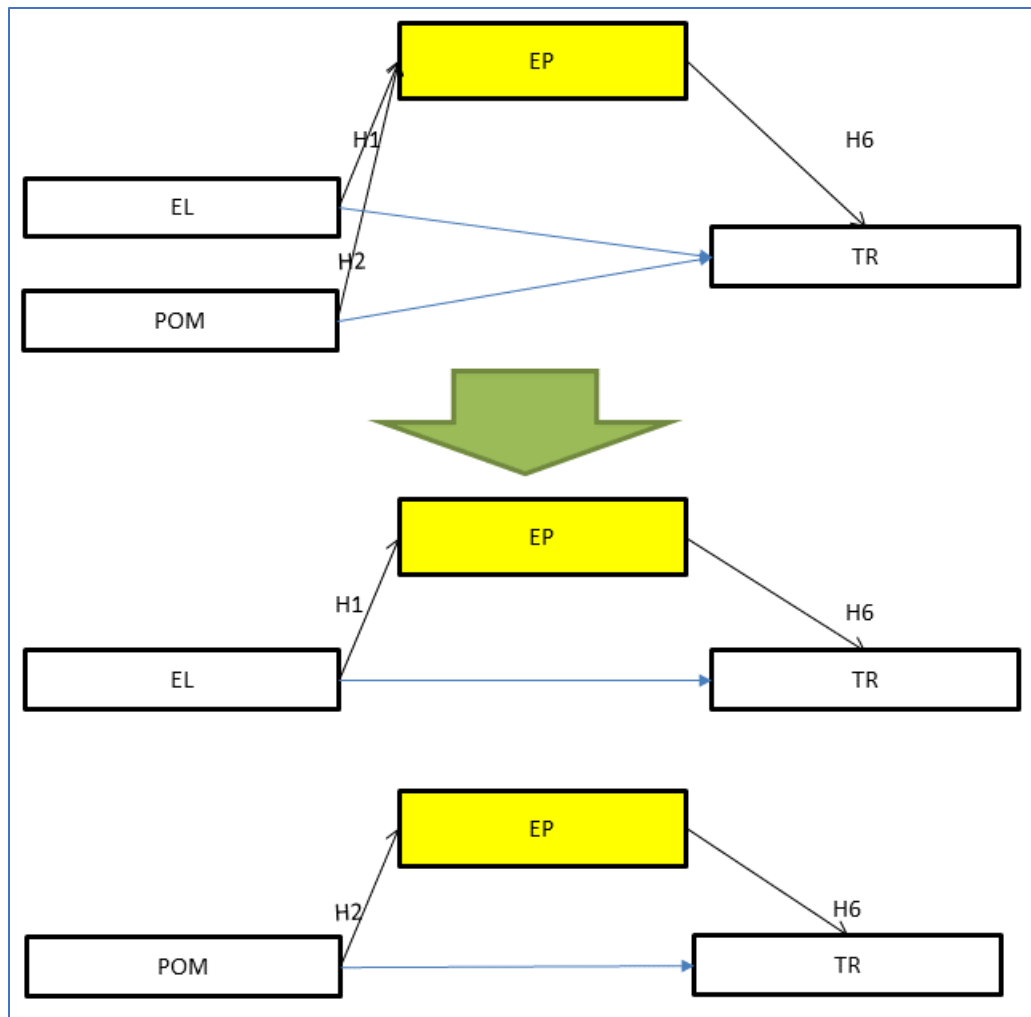


Figure 10. The mediation effect of employee perception of CSR (EP).

SPSS AMOS was used to investigate this mediation as described in the Preacher and Hayes (2004) research.

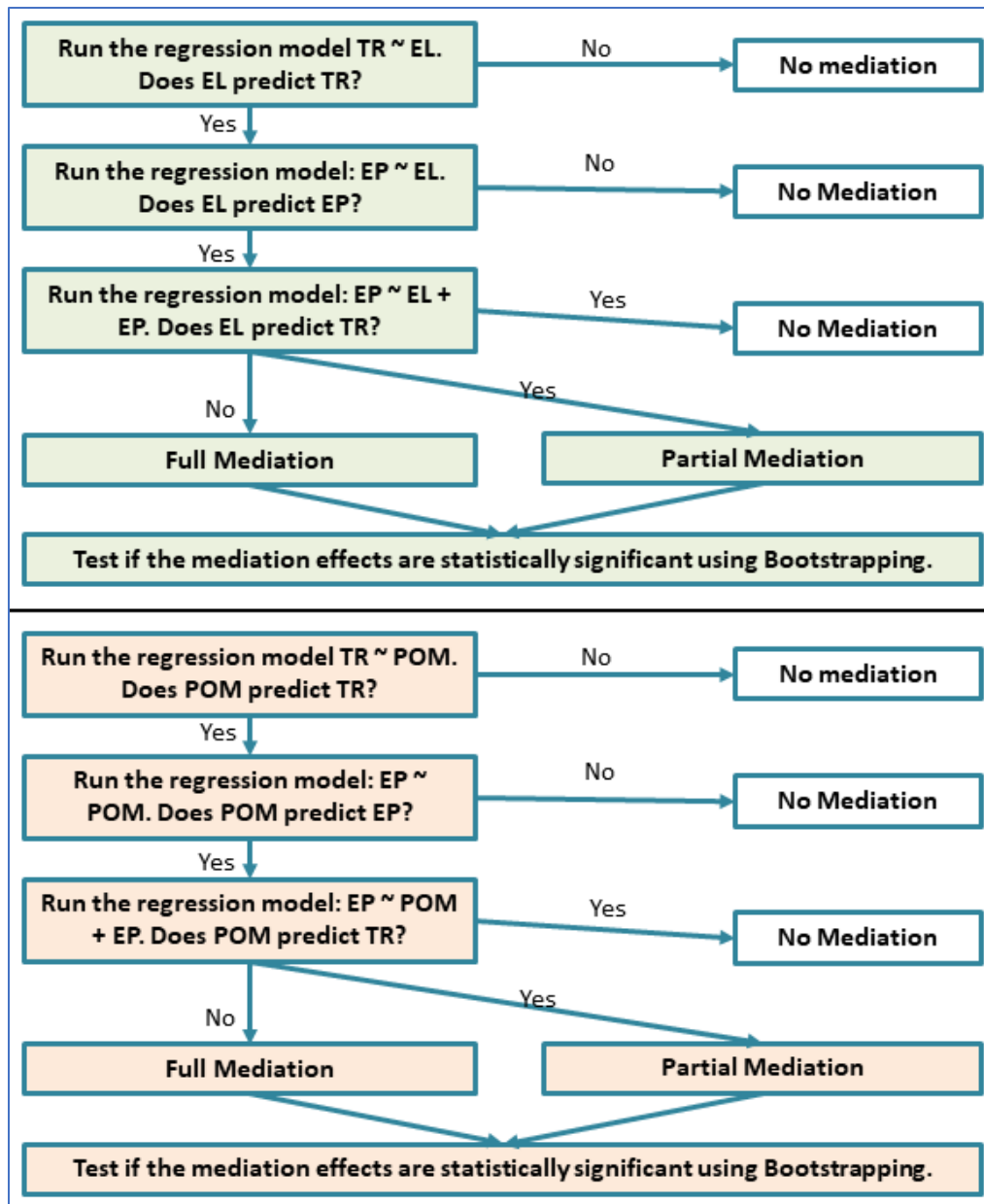


Figure 11. Steps of mediation analysis.

### 3.2.3 Qualitative Research Methods

#### 3.2.3.1 Semi-Structured Interviews

Standardized open-ended interviews are a qualitative research method that was first described by Patton as they provide new information because the answers are not pre-determined. (Patton, 1987). Moreover, such technique has been valued by researchers because they provide in-depth information and interactive explanations that cannot be captured in other techniques like surveys. Nevertheless, this methodology allows information to be possibly filtered or mis-interpreted by the perception of the interviewer. Also, the interviewer's presence could affect the interviewee's answers. However, because in standardized open-ended interviews the questions are structured and ordered, the responses can be compared between interviewees (Creswell, 2007). Furthermore, combining such interviews with other methods alleviates their limitations (Patton, 1987). Hence, standardized open-ended interviews were conducted after analysing the online survey results in order to obtain a deeper understanding of employee voluntary turnover at QMA as well as testing the validity of the hypothesized conceptual model. Interviewees were selected to meet the following criteria: Being QMA current or previous employee, time availability for about one hour, interested in providing information on the issue, of different job category. Such criteria ensure feasibility as well as even representation of the population (Creswell, 2007, Miles and Huberman, 1994, Patton, 1987).

The interviews included five demographic questions and nine insight questions (Appendix C: Standardized Interview Questions). The following are the standard open-ended questions:

1. Do you think that environmental literacy affects employees' perception of CSR?  
If so, how?
2. Do you think that perceived organisational morality affects employees' perception of CSR? If so, how?
3. Do you think that role ambiguity affects job satisfaction? If so, how?
4. Do you think that organisational communication affects job satisfaction and how?
5. Do you think that work adaptability affects job satisfaction and how?
6. Do you think that QMA financial performance affects employee motivation? If so, how?
7. Do you think that employee perception of CSR affects employee turnover rate and how?
8. Do you think that job satisfaction affects employee turnover rate and how?
9. Do you think that employee motivation affects employee turnover rate and how?
10. What are the reasons behind the high voluntary turnover rate at QMA?
11. Of all the things we discussed today, what to you is the most important?
12. Do you have any additional comments?

While the open-ended format provided an important method for obtaining details about the social culture at QMA, some of the responses proved to be not useful in the study and were

not considered for analysis. Additionally, misunderstanding in some of the answers was observed probably due to some of the respondents not understanding what the questions asked. This could have been the reason some questions were left unanswered. Participants were notified that their participation in the interview was entirely voluntary and that they could refrain from interacting or stop at any point. Moreover, participants were informed of the confidentiality of their responses. The participants were asked to provide permission to record the interview.

### *3.2.3.2 Coding Process*

Below are the steps that were followed to code the interview responses (Bernard, 2013).

- Read the responses as a whole for at least two times.
- Make notes about first impressions.
- Re-read the responses again, one by one
- Read the responses, line by line.
- Indexing: Label relevant words, phrases, sentences, or sections. These labels were about actions, activities, concepts, differences, opinions and processes. Such labelled text was indexed because it met one of the following criteria:
  - repeated, whether from the same interviewee or among more than one person
  - surprising or went against the conceptual model
  - the interviewee explicitly stated that it is important
  - it was similar to something that was mentioned in the literature review

- Thematic Content Analysis: Relevant responses are sorted (combined or split) according to overarching themes or ideas.
- Themes Review: Themes were reviewed to ensure they are meaningful, relevant, supported by the survey results and consistent.

### *3.2.3.3 Action Research Learning Set*

In the wake of changes from the traditional authoritarian management style to a system that values employees and the input of ideas on organizational improvement, organizational learning found its place in most organizations. Pioneering in the field of Organizational learning was Peter Senge where he laid down the foundations for the introduction and implementation of Learning Organizations. One of the five factors that must be incorporated into the organization when introducing Organization Learning was Team Learning (Senge, 2014). Team learning is important as the model of organization functioning through teams, and thus, the same teams built to complete a task should be assembled to give their opinions on their experiences in the task. According to Senge (2014), it is not possible for organizations to learn if there is no team learning. Team Learning could be attained by one of two ways; focus group and action learning set. Focus groups have a defined goal, where the members of a team meet to share their experiences in the process of attaining the goal, which after attaining it the focus group is dissolved. On the other hand, action learning sets are a group of voluntary employees tasked with completing a certain goal, share their experiences and address issues in completing a task



(Garratt,2001). Action learning groups last even after completing the assigned tasks and members meet regularly. Learning in action is a significant step towards building a learning organisation. This is very meaningful as the definition of a learning organisation is very intangible. The interest of the present study is the action learning set.

During the sessions in a learning set, each member will be given "air time" where he/she casts his understanding and opinion on the issue of why QMA has a high voluntary employee turnover rate and how CSR could have affected it. The objective of the discussion is not to solve the problem but to understand it and reflect on the different aspects of it. Discussion sessions are facilitated by the researcher in order to ensure subject discipline. Learning set methodology takes three phases: presentation, discussion and implementation (Garvin, 1994). Participants of the learning set were selected from the supervisory and managerial ranks in order to ensure success of the implementation/third phase of this organisational learning exercise. Given that the study participants in the learning set were in management level, they were in a position to help in policy change and formulation. Other selection criteria were time availability, interest to participate and maximization of department representation. During the first phase of presentation, the results of the online survey and the standardized open-ended interviews were shared by the participants. The discussions phase followed and lasted six weeks, and the implementation phase was conducted afterwards (Figure 12). Due to the demanding schedules of the study participants involved, it was agreed among the selected group that they would meet between five times and 10 times before concluding the meetings. The meeting would be held once in a week. In the end, after meeting for six times (six weeks), it was decided that

the information gathered was enough. The second and third phases overlapped at the end of the discussion phase in order to allow participants to discuss and share their experiences on their preliminary implementation in their business units.

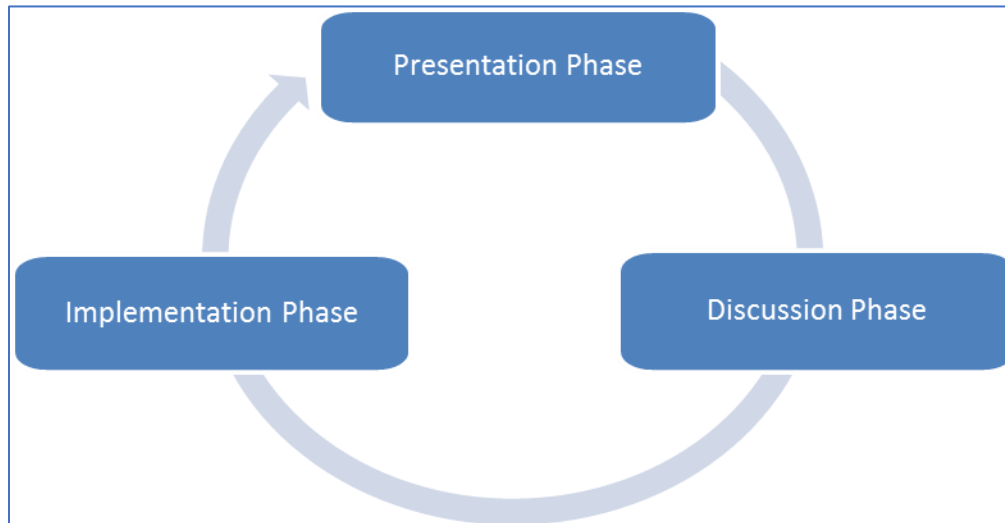


Figure 12. Action learning set cycle with the three phases conducted.

### 3.3 Software Used

The data were analysed using Microsoft Excel and R version 3.1.1. The online website surveymonkey.com was used to build the survey, distribute it to participants and collect the responses. The software EndNote was used to manage citations and references according to Harvard referencing style.

### 3.4 Summary of Methods

All 513 previous and current QMA employees were invited to participate in the online survey using surveymonkey.com. The survey has six sections and sixty six questions where

each hypothesis of the conceptual model was tested by a group of questions. The data of the responses were summarised and analysed using Microsoft Excel and R-GUI. Cronbach alpha statistic and PCA were calculated. Furthermore, standardized open-ended interviews of 24 questions were conducted strategically with few employees in order to shed the light on the findings of the online survey and the hypothesized conceptual model. Finally, learning set action research was conducted with few managers in order to accomplish the following: share the results from the survey and the interviews, obtain deeper reflections on the high employee turnover rate at QMA, develop practical and relevant measures to address the findings, and establish an organisational learning environment.

## 4.0 FINDINGS

This study addresses the factors contributing to voluntary employee rate in non-profit organisation in Qatar. A conceptual model was developed based on the literature review (Figure 7, Table 1). The nine hypotheses of the conceptual model assume that the factors affecting employee turnover rate (TR) at QMA are employee environmental literacy (EL), employee perception of CSR (EP), role ambiguity (RA), job satisfaction (JS), work adaptability (WA), organisational communication (OC), QMA financial performance (FP), perceived organisational morality (POM) and employee motivation (EM). The nine hypotheses focused on the binary relationships between these factors whereas the conceptual model allowed for more complex relationships. As discussed in the Literature Review chapter, the multitude of factors impacting voluntary turnover makes having a conceptual model of many hypotheses a feasible measure for this research. Such a model can capture more than binary relationships as will be demonstrated in this chapter.

An online survey, standardized interviews and a learning set were conducted in order to explore this model. The survey constructs were adopted from the literature in order to ensure survey question verification. That is, the questions were already verified to test the hypothesis. The online survey and the interviews were conducted in order to test the hypothesized conceptual model, whereas the learning set was conducted in order to validate the confirmed hypotheses from the survey, to identify other factors and to initiate change within QMA. This chapter presents the results of the three methods.

## 4.1 Quantitative Analysis Results

The online questionnaire along with the consent are presented in Appendix A. The inclusion of 450 respondents with the questions in the current study met the standard for sufficient sample size to conduct a principal component analysis. Hutcheson and Sofroniou (1992) recommend that researchers have 150 to 300 cases for PCA (Hutcheson and Sofroniou, 1992). Bryant and Yarnold (1995) advised that the ratio of subjects to variables should be no lower than five to one. The ratio for the current study is 5.4 to 1 (Bryant and Yarnold, 1995).

The majority of the respondents (85%) were current employees and the rest (15%) were previous QMA employees. Fisher's F-test was used to test the null hypothesis of equal variances between the current and previous QMA employees (respondents). Also, t-test was conducted to test the null hypothesis of equal means between previous and current employees. For both tests the p-value was greater than the significance level of 5% (0.05). Hence the null hypothesis could not be rejected and the two subgroups (previous and current employees) were not statistically different and were kept together (Anderson, 2017).

Table 5 presents the sample demographics. Males were more than half of the sample, average age was thirty-nine years and majority of the respondents were Qataris. This imbalance is what the Qatari government has been striving for to ensure that its nationals have priority in employment. As for educational attainment, the majority of the respondents (72%) had bachelor's degree whereas only two percent had high school diploma and about twenty six percent had post-graduate education. Regarding duration of

current employment, the majority have been working there for three to five years, ten percent worked one to three years, twenty five percent worked ten to twenty years and only one percent worked for more than twenty years. The annual income averaged seventy-nine thousand USD.

**Table 5. Demographic characteristics of the survey population.**

<b>Characteristic</b>	<b>Number</b>	<b>Percentage</b>
<b>Males</b>	252	56.00
<b>Females</b>	198	44.00
<b>Age (years)</b>	39	
<b>Qatari</b>	360	80.00
<b>Non Qatari</b>	90	20.00
<b>High School Diploma</b>	9	2.00
<b>Bachelor Degree</b>	324	72.00
<b>Masters</b>	99	22.00
<b>Doctorate</b>	18	4.00
<b>Duration of current employment</b>		
<b>1-3 years</b>	45	10.00
<b>3-5 years</b>	279	62.86
<b>10-20 years</b>	113	25.71
<b>More than 20 years</b>	13	1.43
<b>Annual Income (USD)</b>	79,000	

Female respondents constituted 44 percent of the sample whereas males made up 56 percent. Qatari employees made up 80 percent of the sample (Figure 13). The majority of the employees have a bachelor's degree and 22 percent have a master's degree (Figure 14). The majority of the employees worked/have been working for QMA for three to five

years. This is an indicator of the high education attainment within QMA staff with many of them having a post-secondary education.

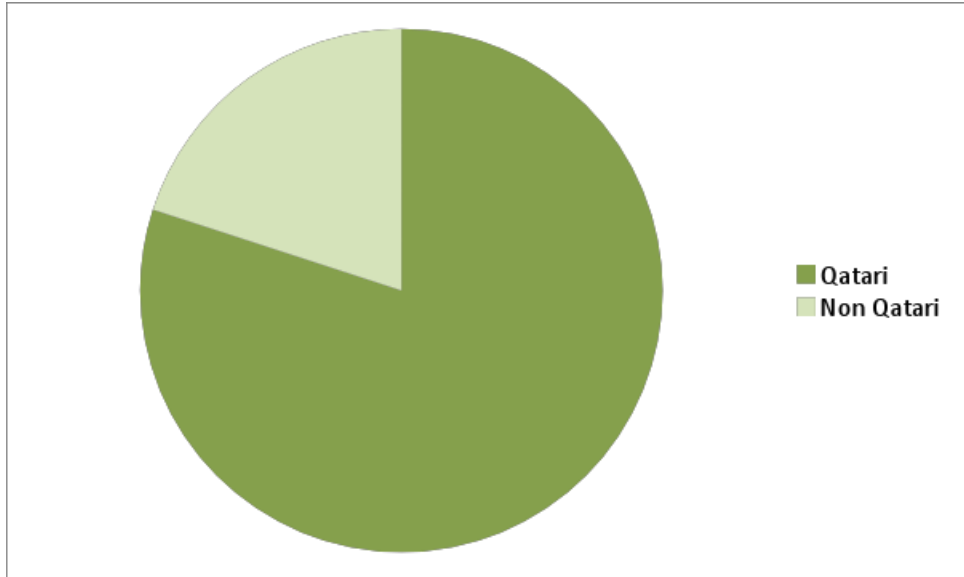


Figure 13. Percentage of Qatari and non-Qatari survey respondents.

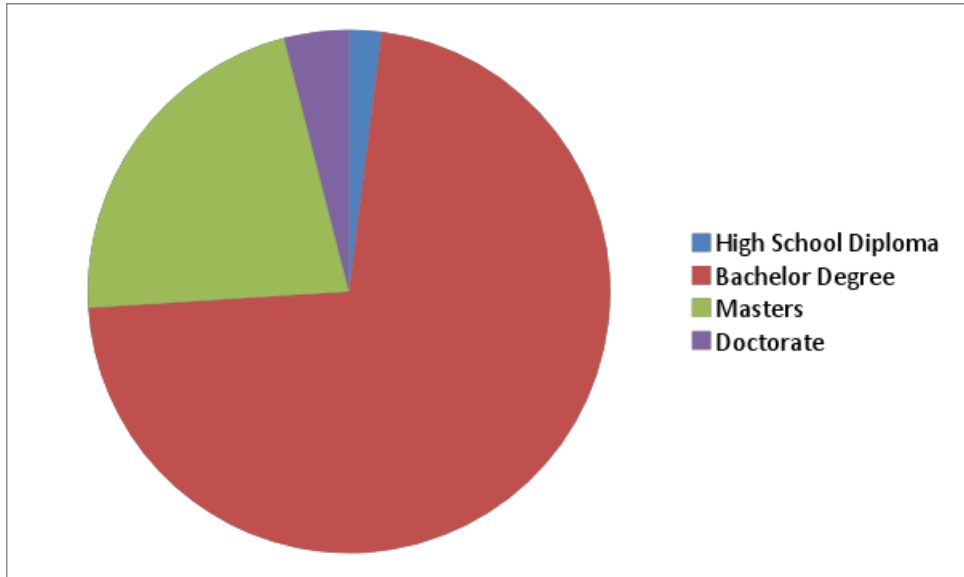


Figure 14. Percentage of educational attainment of the survey respondents.

#### 4.1.1 Cronbach's Alpha and PCA

Screeplots for the PCA analyses are presented in Appendix B: More Statistical Results. Screeplots show how much percentage is explained in the principal components (Anderson, 2014).

The following sections present the statistical results for ten variables: the nine assumed factors as well as turnover rate. For each variable summary statistics (mean, standard deviation, pair-wise correlation) and varimax rotated principal component matrix are presented. The latter presents how much variance percentage is explained by the first component principal (PC1) as well as Cronbach's Alpha.

##### 4.1.1.1 Environmental Literacy

The mean (M), standard deviation (SD) and correlation coefficients for questions measuring environmental literacy are presented in Table 6. The means (low SDs) were all high and ranged between "agree" and "strongly agree" on the 7-point Likert scale of the survey. This indicates the high environmental literacy among QMA employees. The pair-wise correlations were positive with the highest (0.498) between "*I respect all efforts to maintain and preserve the environment*" and "*I always admire those who rationalize energy consumption*". **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation (Hutcheson, 1992). All the questions for environmental literacy can be reliably represented by the first principal component (PC) with a high Cronbach's alpha value of 0.780. This PC which represents the clustering of the ten questions of EL explained 82% of the variance. That is, PC1 explains 82% of the variation within the original data. This is a high percentage and is therefore a measure statistical analysis quality (Hutcheson, 1992).



**Table 6. Descriptive Statistics for Environmental Literacy (EL).**

	M	SD	1	2	3	4	5	6	7	8	9	10
1. I always advise others to keep the environment clean.	5.79 1	0.70 0	1.00 0	0.00 1	0.03 0	0.63 8	0.27 6	0.02 2	0.18 4	0.32 3	0.08 9	0.10 9
2. I get annoyed when someone contaminates the environment.	5.88 7	0.79 3		1.00 0	0.27 5	0.31 1	0.18 0	0.11 5	0.16 5	0.48 8	0.00 2	0.43 6
3. I respect all efforts to maintain and preserve the environment.	5.87 3	0.80 0			1.00 0	0.29 5	0.04 6	0.49 8	0.29 8	0.26 0	0.11 6	0.17 7
4. I appreciate living in a healthy and clean environment.	6.76 2	0.70 8				1.00 0	0.17 2	0.00 5	0.45 3	0.04 6	0.03 9	0.22 1
5. I respect rules and regulations to maintain and preserve the environment.	5.92 0	0.77 6					1.00 0	0.05 8	0.14 2	0.21 6	0.25 0	0.00 9
6. I always admire those who rationalize energy consumption.	5.90 7	0.72 4						1.00 0	0.15 8	0.05 5	0.18 1	0.10 5
7. I am aware of the impact of population explosion on the environment.	6.81 6	0.74 5							1.00 0	0.01 1	0.35 5	0.22 8
8. I realize that natural resources are scarce, thus must be used wisely.	5.91 8	0.77 5								1.00 0	0.30 7	0.18 4
9. I believe that man and nature have to be in harmony for survival.	5.87 1	0.76 4									1.00 0	0.28 1
10. I understand that the environment is for us and future generations, thus must be well maintained and preserved.	6.83 8	0.73 8										1.00 0

#### *4.1.1.2 Perceived Organizational Morality*

M, SD and correlation coefficients for questions measuring perceived organizational morality (POM) are presented in Table 7. The means (low SDs) were all high and ranged between "somewhat agree" and "agree" on the 7-point Likert scale of the survey. This indicates a positive perception of QMA's morality. The pair-wise correlations were positive with the highest (0.632) between "*Listens to what employees have to say*" and "*Disciplines employees who violate ethical standards*". **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation. All the questions for POM can be reliably represented by the first PC with a high Cronbach's alpha value of 0.773. This PC which clusters all ten questions of PM explained 71.2% of the variance.

**Table 7. Descriptive Statistics for POM.**

	M	SD	1	2	3	4	5	6	7	8	9	10
1. Listens to what employees have to say.	5.03 6	0.99 8	1.00 0	0.02 8	0.05 2	0.42 7	0.37 4	0.14 4	0.01 5	0.00 4	0.11 8	0.04 3
2. Disciplines employees who violate ethical standards.	5.01 7	0.98 1		1.00 0	0.05 2	0.20 3	0.63 2	0.26 2	0.29 5	0.22 8	0.12 1	0.31 6
3. Conducts his/her personal life in an ethical manner.	5.03 2	0.96 9			1.00 0	0.44 6	0.25 4	0.02 2	0.62 3	0.27 2	0.45 1	0.13 8
4. Has the best interests of employees in mind.	5.01 9	1.05 8				1.00 0	0.35 8	0.37 1	0.50 9	0.17 7	0.47 5	0.26 9
5. Makes fair and balanced decisions.	5.00 2	1.01 3					1.00 0	0.18 4	0.03 7	0.09 1	0.26 6	0.19 3
6. Can be trusted.	5.03 8	1.03 5						1.00 0	0.37 6	0.04 6	0.53 9	0.26 2
7. Discusses business ethics or values with employees.	5.00 4	1.03 1							1.00 0	0.11 4	0.38 0	0.18 5
8. Sets an example of how to do things the right way in terms of ethics.	5.04 7	0.96 7								1.00 0	0.34 3	0.31 0
9. Defines success not just by results but also the way they are obtained.	5.04 8	1.01 7									1.00 0	0.00 4
10. When making decisions, asks "What is the right thing to do?"	5.04 4	0.97 8										1.00 0

#### 4.1.1.3 Role Ambiguity

M, SD and correlation coefficients for questions measuring role ambiguity are presented in Table 8. The means (low SDs) ranged between "somewhat disagree" and "somewhat agree" on the 7-point Likert scale of the survey. This indicates somewhat a high degree of role ambiguity among QMA employees. The pair-wise correlations were positive with the highest (0.688) between "*I feel certain about how much authority I have*" and "*I have clear, planned objectives for my job*". **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation. All the questions for RA can be reliably represented by the first PC with a high Cronbach's alpha value of 0.720. This PC which clusters the six questions of RA explained 79% of the variance.

**Table 8. Descriptive Statistics for RA.**

	M	SD	1	2	3	4	5	6
1. I feel certain about how much authority I have.	4.030	0.949	1.000	0.523	0.565	0.224	0.413	0.061
2. I have clear, planned objectives for my job	3.036	0.944		1.000	0.688	0.185	0.076	0.056
3. I know that I have divided my time properly.	4.015	0.917			1.000	0.617	0.191	0.260
4. I know what my responsibilities are.	4.013	0.914				1.000	0.049	0.683
5. I know exactly what is expected of me.	4.009	0.964					1.000	0.131
6. I receive clear explanations of what has to be done.	4.058	0.924						1.000

#### **4.1.1.4 Organizational Communication**

M, SD and correlation coefficients for questions measuring organizational communication are presented in Table 9. The means (low SDs) ranged between "neither agree nor disagree" and "somewhat agree" on the 7-point Likert scale of the survey. This indicates that the majority of employees agree on the need to improve organisational communication at QMA. The pair-wise correlations were positive with the highest (0.657) between "*Most of the information I receive on a daily basis comes from my manager*" and "*In this organization, my ideas are frequently passed on to top-management*". **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation. All the questions for OC can be reliably represented by the first PC with a high Cronbach's alpha value of 0.740. This PC which clusters the eight questions of OC explained 80% of the variance.

**Table 9. Descriptive Statistics for OC.**

	M	SD	1	2	3	4	5	6	7	8
1. Most of the information I receive on a daily basis comes from my manager.	4.031	1.026	1.000	0.130	0.029	0.135	0.305	0.308	0.286	0.397
2. In this organization, my ideas are frequently passed on to top-management.	4.009	1.019		1.000	0.555	0.183	0.460	0.657	0.345	0.187
3. Most of the information I receive on a daily basis come from my co-workers.	4.037	0.989			1.000	0.449	0.222	0.291	0.054	0.099
4. I feel comfortable sharing ideas directly with members of top-management.	4.044	0.967				1.000	0.159	0.353	0.298	0.188
5. Most of the daily communication I receive comes in the form of "directives" from top-management.	4.029	0.989					1.000	0.351	0.136	0.113
6. I feel comfortable sharing ideas with my manager.	4.028	0.946						1.000	0.298	0.171
7. In QMA, the lines of communication are "open" all the way to top executives.	4.047	0.968							1.000	0.375
8. QMA frequently holds "town-hall" meetings to pass along information.	4.021	1.068								1.000

#### *4.1.1.5 Work Adaptability*

M, SD and correlation coefficients for questions measuring work adaptability are presented

in

Table 10. The means (low SDs) ranged between "neither agree nor disagree" and "somewhat agree" on the 7-point Likert scale of the survey. This indicates the employee's agreement on the need to improve work adaptability. The pair-wise correlations were positive with the highest (0.712) between *"I often push myself to move away from the status quo or business as usual"* and *"I occasionally pull myself away from the everyday tasks and routines to gain perspective on what is really going on and what direction we are taking"*. **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation. All the questions for WA can be reliably represented by the first PC with a high Cronbach's alpha value of 0.850. This PC which clusters the five questions of WA with 77.7% explained variance.

**Table 10. Descriptive Statistics for WA.**

	M	SD	1	2	3	4	5	6
1. I often push myself to move away from the status quo or business as usual.	4.030	0.966	1.000	0.635	0.811	0.329	0.712	0.332
2. I regularly take stock of all my responsibilities, discerning which activities are critical and which are expendable, letting go those that no longer support a core function.	4.053	1.016		1.000	0.532	0.581	0.683	0.036
3. I understand the difference between management and leadership and value both skill sets in the workplace.	4.042	0.991			1.000	0.348	0.599	0.353
4. I am not afraid to raise unpopular positions in my workplace.	4.032	1.011				1.000	0.653	0.352
5. I occasionally pull myself away from the everyday tasks and routines to gain perspective on what is really going on and what direction we are taking.	4.059	0.973					1.000	0.397
6. I identify and act to close the gap that exists between the way I am living my life now and what I want to be doing.	4.025	1.020						1.000

#### 4.1.1.6 Employee Perception of CSR

M, SD and correlation coefficients for questions measuring employee perception of CSR are presented in Table 11. The means (low SDs) ranged between "somewhat agree" and "strongly agree" on the 7-point Likert scale of the survey. This indicates the employees' high perception of CSR. The pair-wise correlations were positive with the highest (0.47) between "*Business ethics and social responsibility are critical to the survival of a business enterprise*" and "*The overall effectiveness of a business can be determined to a great extent by the degree to which it is ethical and socially responsible*". **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation. All the questions for EP can be reliably represented by the first PC with a high Cronbach's



alpha value of 0.740. This PC which clusters thirteen questions of EP explained 76% of the variance.

**Table 11. Descriptive Statistics for EP.**

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Being ethically and socially responsible is the most important thing a company can do.	6.01	0.96	1.00	0.28	0.24	0.25	0.28	0.22	0.19	0.27	0.04	0.17	0.45	0.29	0.30
2. Business has a social responsibility beyond making a profit.	6.07	1.03		1.00	0.21	0.04	0.27	0.23	0.18	0.09	0.46	0.51	0.07	0.32	0.17
3. Business ethics and social responsibility are critical to the survival of a business enterprise.	6.02	1.02			1.00	0.24	0.47	0.43	0.12	0.22	0.32	0.25	0.35	0.61	0.40
4. The ethics and social responsibility of a company is essential to its long-term profitability.	6.02	0.96				1.00	0.45	0.72	0.36	0.33	0.05	0.19	0.03	0.43	0.58
5. The overall effectiveness of a business can be determined to a great extent by the degree to which it is ethical and socially responsible.	6.02	0.98					1.00	0.45	0.28	0.63	0.20	0.18	0.16	0.41	0.41
6. Good ethics is often good business.	6.02	1.01						1.00	0.02	0.28	0.33	0.02	0.11	0.33	0.55
7. A company's first priority should be employee morale.	5.04	1.04							1.00	0.33	0.16	0.10	0.27	0.06	0.01
8. Social responsibility and profitability can be compatible.	6.03	0.97							1.00	0.19	0.28	0.15	0.15	0.08	0.02
9. To remain competitive in a global environment, business companies will have to regard ethics and social responsibility.	5.05	1.02								1.00	0.18	0.33	0.31	0.31	0.23
10. The most important concern for a company is making a profit, but it does not mean bending or breaking the rules.	5.07	1.06									1.00	0.16	0.24	0.04	0.02
11. If survival of a business enterprise is at stake, then you must not forget about ethics and social responsibility.	5.02	0.98										1.00	0.09	0.08	0.08
12. Efficiency is as important of a company as whether or not the company is seen as ethical or socially responsible.	5.03	0.97												1.00	0.62
13. If the stockholders are unhappy, it does not mean that nothing else matters.	5.02	1.01													1.00

#### 4.1.1.7 Employee Turnover Intention

M, SD and correlation coefficients for questions measuring employee turnover intention are presented in Table 12. The means (low SDs) were low and ranged between "neither agree nor disagree" and "somewhat agree" on the 7-point Likert scale of the survey. This indicates lack of strong job satisfaction generally among QMA employees. The pair-wise correlations were positive with the highest (0.877) between "As soon as I can find an alternative job, I will resign" and "I often think of leaving". **Error! Reference source not found.** presents the factor loadings after running PCA with varimax orthogonal rotation. All the questions for TR can be reliably represented by the first PC with a high Cronbach's alpha value of 0.889. This PC which clusters all three questions of TR explained 74.8% of the variance.

Table 12. Descriptive Statistics for TR.

	M	SD	1	2	3
1. As soon as I can find an alternative job, I will resign.	4.000	1.030	1.000	0.877	0.759
2. I often think of leaving.	4.016	1.004		1.000	0.776
3. I feel that it is important for me personally that I spend my career with QMA rather than some other organisation.	4.060	0.975			1.000

Table 13 summarises the eigenvalues, percentage of explained variance and Cronbach's Alpha for the ten survey constructs. All eigenvalues were greater than 1, which indicates the presence of relevant factor within this principal component. In other words, keeping that principal component is statistically justified (Rust, 2015). Moreover, the percentage of explained variance for each of the first PCs is high (higher than 69%) and the Cronbach's Alpha criterion for data reliability (higher than 0.7) was met (Gwet, 2014).

Table 13. Summary of survey constructs' eigenvalues, explained variance and Cronbach's Alpha.

Survey Construct	Eigenvalue	Explained Variance (%)	Cronbach's Alpha
Environmental Literacy	3.02	82.00	0.78
Perceived Organizational Morality	3.59	71.20	0.77
Role Ambiguity	4.01	79.00	0.72
Organizational Communication	4.12	80.00	0.74
Work Adaptability	3.96	77.70	0.85
Employee Perception of CSR	3.86	76.00	0.81
Employee Turnover Intention	4.50	74.80	0.92

#### 4.1.2 Linear Regressions

QQ plots for the residuals for the following linear regression models are presented in Appendix B: More Statistical Results.

Although the study hypotheses (Table 1) assume association only, the statistical methods used (Table 2) look for positive or negative relationships through the investigation of the negative or positive linear regression coefficient and pair-wise correlation. For the linear regressions, a p-value of less than the significance level of 0.05 means that the independent variable and/or F-Statistic were statistically significant. Adjusted  $R^2$  value represents the percentage of variance explained in the linear model (Anderson, 2017).

Table 14 summarizes the results of the four linear models and the consequent acceptance or rejection of the study hypotheses. Only H1 was rejected (Figure 9).

Table 14. Results of linear regression on association relationships between the survey constructs.

Hypothesis	Linear Regression Model	Adjusted R <sup>2</sup>	Result
H1: Employee environmental literacy (EL) is associated with employee perception of CSR (EP). H2: Perceived organisational morality (POM) is associated with employee perception of CSR (EP).	$EP \sim EL + POM$	0.37	Confirmed
H6: Employee turnover rate (TR) is associated with employee perception of CSR (EP)	$TR \sim EP$	0.41	Confirmed
H3: Role ambiguity (RA) is associated with employee turnover rate (TR). H4: Organisational communication (OC) is associated with employee turnover rate (TR). H5: Work adaptability (WA) is associated with employee turnover rate (TR).	$TR \sim RA + OC + WA$	0.39	Confirmed

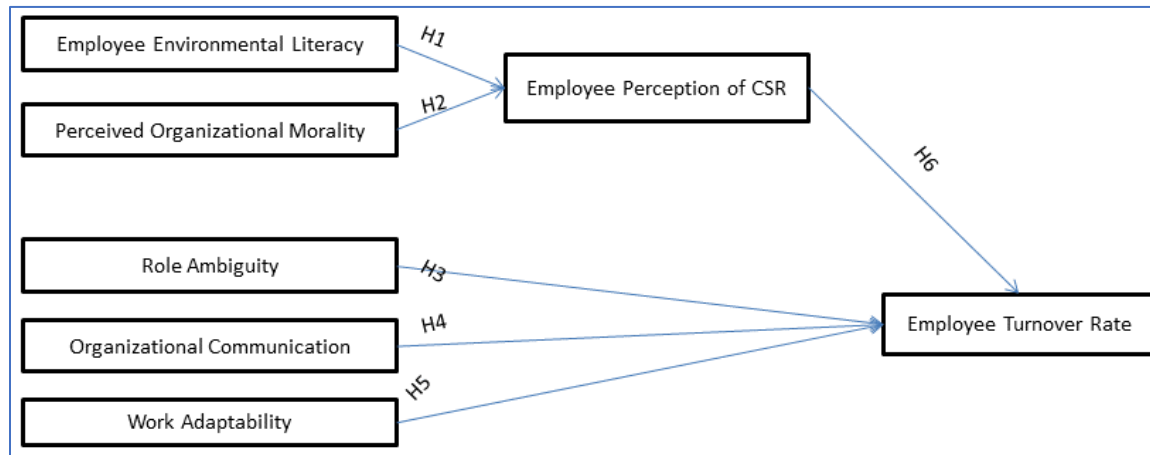


Figure 15. Tested conceptual model with linear regression coefficients. All hypotheses were statistically significant with p-value less than the significance level of 0.05.

### 4.1.3 Mediation Analysis Findings

The hypothesized conceptual model (Figure 7) had two mediation effects. Following are the findings of the mediation analyses for them.

#### 4.1.3.1 *Employee Literacy, Employee Perception of CSR, and Turnover Rate*

The mediation hypotheses suggest a negative effect of EL on TR. The results in Table 15 demonstrated that the association between EL and TR was significant ( $b = -0.43$ ;  $p < .05$ ).

The assumed mediation effect of EP on the main effect of EL and TR was verified through the following four conditions (Baron and Kenny, 1986):

1. a significant effect of EL on TR,
2. a significant effect of EL on EP,
3. a significant effect of EP on TR, and
4. The effect of EL on TR reduced significantly if the mediator (EP) was introduced; the significance of the reduction was measured using Sobel 'z'.

The first condition was met ( $b = -0.43$ ;  $p < .05$ ). The second condition was also met, demonstrating a positive effect of EL on the EP ( $b = 0.49$ ;  $p < .05$ ). The third condition was also met, signifying a negative effect of EP on TR ( $b = -0.54$ ;  $p < .05$ ). The fourth condition demonstrated that the effect of EL on TR decreased when EP was introduced ( $b = -.28$ ;  $p < .05$ ), which was also statistically significant ( $\Delta = .17$ ;  $p < .05$ ). Hence, these findings are consistent with the theoretical expectations.

**Table 15. Summary of mediation analysis for EL, EP, and TR.**

Mediation Effect	B	SE B	$\beta$
Step 1 A significant effect of EL on TR	- 0.43	0.115	0.31*
Step 2 A significant effect of EL on EP	0.49	0.110	0.50*
Step 3 A significant effect of EP on TR	-0.54	0.124	-0.38*
Step 4 A lower significant effect of EL on TR	- 0.28	0.136	-0.28*
The decrease in the effect of EL on TR is significant			$\Delta$ 0.17*
* <i>P-value</i> < 0.05			

#### *4.1.3.2 Perceived Organisational Morality, Employee Perception of CSR, and Turnover Rate*

The mediation hypotheses suggest a negative effect of EL on TR. The results in Table 16 demonstrated that the association between POM and TR was significant ( $b = - 0.38$ ;  $p < .05$ ). The assumed mediation effect of EP on the main effect of POM and TR was verified through the following four conditions (Baron and Kenny, 1986):

1. a significant effect of POM on TR,
2. a significant effect of POM on EP,
3. a significant effect of EP on TR, and
4. The effect of POM on TR reduced significantly if the mediator (EP) was introduced; the significance of the reduction was measured using Sobel 'z'.

The first condition was met ( $b = -0.38$ ;  $p < .05$ ). The second condition was also met, demonstrating a positive effect of POM on the EP ( $b = 0.54$ ;  $p < .05$ ). The third condition was also met, signifying a negative effect of EP on TR ( $b = -0.52$ ;  $p <$

.05). The fourth condition demonstrated that the effect of POM on TR decreased when EP was introduced ( $b = -.25$ ;  $p < .05$ ), which was also statistically significant ( $\Delta = .14$ ;  $p < .05$ ). Hence, these findings are also consistent with the theoretical expectations.

**Table 16. Summary of mediation analysis for POM, EP, and TR.**

Mediation Effect	B	SE B	$\beta$
Step 1 A significant effect of POM on TR	- 0.38	0.150	-0.21*
Step 2 A significant effect of POM on EP	0.54	0.101	0.50*
Step 3 A significant effect of POM on TR	-0.52	0.119	-0.35*
Step 4 A lower significant effect of POM on TR	- 0.25	0.126	-0.48*
The decrease in the effect of POM on TR is significant			$\Delta 0.14^*$
* <i>P-value</i> < 0.05			

## 4.2 Qualitative Methods

The purpose of this study was to quantify and qualify the relationship between CSR and voluntary turnover rate in QMA. In-depth qualitative interviews were conducted in order to obtain deeper understanding of the conceptual framework, and the factors affecting voluntary turnover in QMA. Coupling the survey with interviews and learning set discussions provided a well-rounded investigation. The interview design that was adopted for this research was the standardized open-ended interview design in which participants were asked identical questions (Appendix C,) but the responses are open-ended in order to provide interviewees with an ample opportunity to contribute as much information as they desire (Gall et al., 2003). Although standardized open-ended interviews provide detailed



perspectives on the matter of interest, they could be challenging in terms of data coding especially when attempting to organise and sort large amounts of text into a structured concept (Creswell, 2007). Nevertheless, this is considered as an advantage that neutralizes researcher's bias (Gall et al., 2003, Kvale, 2007). Interviewees were selected based on the criteria of being an employee (current or previous) of QMA, their availability, willingness to participate and to be representative of different job categories.

Table 24 presents the demographic characteristics of the six interviewees. Fifty percent of the interviewees were males (females), the average age was forty years, all of them were Qataris and all of them have a bachelor's degree. One third of the sample had 1-3 year experience, fifty percent had 3-5 year experience and about seventeen percent had twenty years of working experience. The average annual salary of the sample was \$130,000. The types of position that each of the interviewees had are presented in

All survey respondents were invited to participate in the interviews but only six agreed. Each represented a different job type ranging from administration to art and archiving to management.

Table 17. Demographic characteristics of the interviewees.

Characteristic	Number	Percentage
Males	3	50.00
Females	3	50.00
Average Age (years)	40	
Qatari	6	100.00
Non Qatari	0	0.00
High School Diploma	0	2.00
Bachelor Degree	6	100.00
Masters	0	0.00
Doctorate	0	0.00
Duration of current employment		
1-3 years	2	33.33
3-5 years	3	50.00
10-20 years	1	16.67
More than 20 years	0	0.00
Annual Income (USD)	130,000	

#### 4.2.1 H1: Employee environmental literacy (EL) is associated with employee perception of CSR (EP).

Interviewees indicated that there is not enough evidence that the current or past employees of QMA have enough knowledge on what CSR really means especially that it is a relatively new concept for QMA. And that only few maybe perceived it as QMA being an environmentally friendly environment, which also means that the social or people scope of CSR and the financial scope are not understood as part of CSR. In addition, EL and EP were mixed up in the minds of interviewees and were used interchangeably as if they were the same thing. To illustrate, a manager stated:

*“By CSR did you mean saving the trees by having recycling bins in every floor? I think this is good but I don’t see how it can make the employees satisfied or prevent them from quitting” (INT1).*

Another response was

*“The factors affecting employees' perception of CSR are two: 1) Lack of clarity in relating the CSR objectives and 2) Employees' lack awareness of CSR and their value to the community....” (INT4).*

The responses demonstrate that lack of employee’s environmental literacy causes lack of well-rounded perception of CSR, or that respondents did not associate CSR with leaving the organisation.

#### **4.2.2 H2: Perceived organisational morality (POM) is associated with employee perception of CSR (EP).**

While couple of respondents gave neutral responses, more than fifty percent indicated that QMA’s morality is not genuine and it is

*“just another thing that organisations do just to go with the flow and not because they firmly believe in helping others or the environment” (INT1).*

Another interviewee commented as follows:

*“Employee perception of CSR at QMA has negative effects as the employees face uncertain future in the organisation due to lack of a clear*

*direction and organisation chart. There are no efforts from the management to relate the whole story to inform the employees on the future plans of the organisation on a business or functional level” (INT4).*

The responses demonstrate that employee negative perception of QMA morality as well as its vague connection to CSR.

#### **4.2.7 H7: Employee perception of CSR (EP) is associated with employee turnover rate (TR).**

Interestingly, only female and younger interviewees agreed on this relationship between EP and TR and explained it through two key words: commitment and organisational citizenship. This is further clarified in the following statement:

*“If you know that your employer has organisational citizenship especially caring for the environment, then it makes you proud of it, committed to it and could be a reason to stay, even if the pay is not that competitive...money is not everything” (INT2).*

The responses demonstrate that employee perception of CSR impacts voluntary turnover rate at QMA. This might seem to contradict the majority of the literature and supports the research hypothesis H7 (Figure 7) but it does not since the responses do not point to CSR but to QMA’s implementation.

#### 4.2.10 Interviews Summary

After conducting qualitative analysis on the interviews, the following model presented in Figure 10 presents the associations detected in this research. This model was then presented for further analysis and reflection in action research. In conclusion, the interviews confirmed the tested conceptual model that was confirmed by the quantitative analyses (Figure 9). Perceived organisational morality impacts employee perception of CSR; role ambiguity, organisational communication and work adaptability impact job satisfaction; QMA financial performance impacts employee motivation; and employee perception of CSR, job satisfaction and employee recognition are negatively associated with employee voluntary turnover rate.

#### 4.3 Summary of Results

Survey response rate was high. The survey constructs were reliable. First principal components were highly representative of their constructs. Association analysis using linear regression models accepted the hypothesized model except for the first hypothesis (*H1: Employee environmental literacy (EL) is associated with employee perception of CSR (EP)*). The standardized open-ended interviews agree with the results of the quantitative analyses.

## 5.0 ACTION RESEARCH APPROACH

The aim of this study was to investigate the factors that contributed to the high employee turnover rate in QMA and how CSR plays a role in this phenomenon. Three methods were used: Survey, interviews and learning set. The use of an action learning set process for this study provided managers with the learning tools necessary for them to obtain the highest learning as well as to develop actionable knowledge for QMA (Wick and Leon, 1993, Koshy, 2005). It was conducted in three phases: presentation of the problem, the discussion phase and the implementation phase (Figure 4). However, each hypothesis was addressed through a cycle of four steps: diagnosis, planning action, taking action and action evaluation (Coghlan and Brannick, 2014). Details pertaining to each phase follow specifically findings and actions

### 5.1 Phase I: Presentation

The survey and interview results were presented to the participants who were managers and directors of QMA along with the tested conceptual model for QMA with the interrelationships of hypotheses (Figure 9). This presentation was necessary in order to offer managers another perspective that allows them to view the importance of lowering the voluntary high turnover rate at QMA, and to consider it as a positive opportunity for organisational learning. Hence, the presentation phase aimed to achieve Garvin's (1994) recommended first phase where skill gaps can be identified, and managers were encouraged to seek a different way of thinking and achieve new learning on voluntary turnover rate management. The results were interesting to the audience and instigated a

thorough discussion of the issues facing QMA and how to move forward. Appendix D presents the slideset of the meeting with management, which took place at the organisation offices for a full day (8 hours) including lunch (Table 18).

The session focused on three critical areas of voluntary turnover rate management. These were:

Negative employee perception of CSR - The survey and interviews pointed that employees do not have enough knowledge on CSR and their limited knowledge on the subject could be behind the positive association with their desire to leave QMA. Employees' limited knowledge on CSR and QMA's CSR plans could be the reason behind the negative association, which might be the reason behind the positive association with QMA's high voluntary turnover rate. That is, the way QMA adopted and implemented CSR strategies are the factors here and not CSR itself. This is a very important finding because it highlights the gaps in adopting any new strategy without paying attention to the way it should be undertaken and communicated with the rest of the organisation. It is also a positive finding because it provides an opportunity for management to address the problem. This finding led to the idea of having measures to address the negative implementation of CSR such as developing a cross-departmental CSR committee as presented in Section 5.2.1 and Table 20).

- Decreased job satisfaction - Employees expressed their frustration on the ambiguity of their roles, lack of clear consistent communication from top management and their need for a higher level of work adaptability.

- Low employee motivation – QMA’s decreased financial performance causes decrease in employee’s financial recognition, which in turn increases employee voluntary turnover rate.

The above outcomes were surprising to the participants and created more interest to be part of the next phases. This response was voiced verbally by the audience. On the completion of the presentation session, the managers were introduced to the concept of action learning and then moved into a discussion session to explore and propose a new model of managing the high voluntary turnover rate at QMA. At the end of phase I, one learning set was created by five participants, with the mission of developing new organisational practices and changes to address the issue. This set was selected by self-nomination. The managers were asked for volunteers to be members of a learning set and five nominated themselves.

**Table 18. Meeting with management agenda, slideset presented in Appendix D.**

Session	Topic	Duration (hr)
1	Objectives, Methods and Results	2
2	Action Research	1
3	Lunch	1
4	Learning Set	4
	<b>Total</b>	<b>8</b>

## **5.2 Phase II: Action Learning Set Discussion**

Six discussion sessions were conducted over six consecutive weeks. The investigator was the facilitator of the discussion. The learning set members were punctual to arrive at one of the conference rooms that was booked for this purpose. The facilitator opened the discussion with a recap of the study objectives and the purpose of the sessions and provided



printouts of the survey results for the members' reference. The first session focused on reminding the set members of the problems that led to the interest of this study. The concluded model was discussed again in order to agree on the scope of the six sessions. At the end of the first session, everyone agreed to address every association of the concluded model in order to come up with proposals on how to address them. By covering all the concluded associations (Table 19), the discussions covered all the statistically significant relationships between the factors impacting the organisation's turnover rate. For the second through the last (sixth) session, the following topics and stages were used:

1. An update on progress from the previous meeting(s)
2. Scope of the session
3. Discussion of the issue
4. Discussion of proposals and measures to address the issue
5. Documentation of the proposed measure(s)

**Table 19. Topics covered in the learning set sessions.**

Session	Topics Covered
1	<ul style="list-style-type: none"> <li>• Purpose of the Study</li> <li>• Survey Results</li> <li>• Concluded Conceptual Model (<b>Error! Reference source not found.</b>)</li> </ul>
2	<ul style="list-style-type: none"> <li>• The relationship between perceived organizational morality and employee perception of CSR.</li> </ul>
3	<ul style="list-style-type: none"> <li>• The relationship between role ambiguity and job satisfaction.</li> </ul>
4	<ul style="list-style-type: none"> <li>• The relationship between organizational communication and job satisfaction.</li> </ul>
5	<ul style="list-style-type: none"> <li>• The relationship between work adaptability and job satisfaction.</li> </ul>
6	<ul style="list-style-type: none"> <li>• The relationship between QMA financial performance and employee motivation.</li> <li>• Summary of outcomes and measures</li> </ul>

The discussion sessions were documented with minutes and an outcome report that was shared to senior management.

### 5.2.1 Learning Set Outcomes

Self-selected managers committed to 1.5 hour long weekly meetings for six weeks, to develop the outcomes sought at the presentation phase. The outcome of the meetings was the following new set of policies and actions:

1. Conduct annual CSR training for the whole organisation and create a CSR committee that will include at least one employee from every business unit. The CSR Committee will have a dedicated budget which will allow it to organise periodical meetings and activities internal and external to QMA. This way, CSR activities will be initiated in a bottom-up manner.
2. QMA contacted the Ministry of Labour in order to adjust QMA employees' to be above the average pay for comparative jobs in other governmental organisations in Qatar.
3. Establish new performance appraisal system which provides more frequent real-time feedback to employees instead of having one annual performance appraisal that has been shown to be very generic and demotivational to the employees. Managers will have monthly feedback sessions with each one of their employees. Moreover, instantaneous brief feedback on pressing daily matters will be conducted. More specifically, the currently old-fashioned rating system where employees are ranked will be replaced in which other "raters" will be included like the employee himself, co-workers and other managers. The more frequent appraisal

meetings will achieve two aims: more frequent feedback to the employees and higher quality two-way communication between the supervisors and the employees.

4. Compensation will also be improved in order to provide more adequate raises. This will be done by allowing the employees to be eligible for bonuses twice a year instead of once, and start peer-to-peer bonus scheme where co-workers can pick a peer for a reward (Christensen, 2015) (set value of QAR 1,000) on a monthly basis.
5. Conduct a biannual employee survey by a third-party in order to assess job satisfaction, CSR awareness and the success of the new measures.

In order to apply Garvin's (1994) second stage of workplace learning where managers' behaviour changes as a consequence of internalisation and reflection (Garvin, 1994), managers were requested to pilot the new changes with two of their employees at QMA and more specifically the more frequent feedback and one-to-one two-way meetings, with the attendance of one of the learning set members. Moreover, CSR training was conducted through two full day conferences and seminars, and was concluded with departmental discussions. The training was conducted in a manner that ensured that every employee of QMA has attained what CSR means and how QMA has been working on becoming a highly socially and environmentally responsible organisation. Behavioural changes were noticed and documented from both the employees and the managers. The development and

review process proved to be properly piloted which allows for the institutionalisation of the remaining measures and actions.

### 5.3 Summary of Action Research

Table 20 summarises the cycle of action research of finding the issue, planning the action, taking the action and evaluating it (Coghlan and Brannick, 2014). Despite higher management's surprise with the outcomes of the survey and interviews, they have demonstrated high interest on the diagnoses and agreed to take proper actions to address the issues. Hence, this action research study represents a departure from QMA's norms due to management's engagement and cross-departmental interaction during the action learning set discussions. Moreover, the success of getting the executives on board is bottlenecked by execution of the new measures. This will need time to assess and re-evaluate in order to decide whether a new cycle/spiral of diagnose, plan action, take action and evaluate is needed.

Table 20 Summary of action research findings, actions and evaluation methods.

Diagnosis	Action	Action Evaluation
<p>1. Possible negative employee perception of CSR</p> <p>2. Decreased job satisfaction</p> <p>3. Low employee motivation</p>	<ol style="list-style-type: none"> <li>1. Plan and conduct annual CSR training for all QMA employees</li> <li>2. Create a CSR committee that will include at least one employee from every business unit</li> <li>3. QMA contacted the Ministry of Labour in order to adjust QMA employees' to be above the average pay for comparative jobs in other governmental organisations in Qatar.</li> <li>4. Establish new performance appraisal system which provides more frequent real-time feedback to employees instead of having one annual performance appraisal that has been shown to be very generic and demotivational to the employees.</li> <li>5. Compensation will also be improved in order to provide more adequate raises. This will be done by allowing the employees to be eligible for bonuses twice a year instead of once, and start peer-to-peer bonus scheme where co-workers can pick a peer for a reward (set value of QAR 1,000) on a monthly basis.</li> </ol>	<p>Conduct survey to measure employee CSR awareness, job satisfaction and employee motivation.</p>

## 6.0 DISCUSSION AND INTERPRETATION

This research aimed at investigating the factors leading to the high voluntary rate at QMA and whether CSR implementation has impacted it. A conceptual model was drafted based on the literature review, which has hypothesized relationships between factors from QMA's internal environment and turnover rate in the organisation. The hypothetical model was tested using mixed research methods: online survey (quantitative) and standardized open-ended interviews (qualitative). The concluded model demonstrates the following relationships which will be discussed in more detail in this chapter:

- Negative perceived organisational morality increased employee negative perception of CSR.
- Increased role ambiguity, lack of consistent organisational communication and increasing demand for work adaptability was associated with higher turnout.
- Employee negative perception of CSR and lack of sufficient recognition was associated with increased employee turnover rate.

The literature points to inconclusive survey results caused by small sample size (Biemer, 2011). This was not the case for this research. The response rate of the survey was high and it provided insight on the demographics of the respondents: mostly Qataris, slightly more males than females, highly educated but with relatively short-term work experience in QMA (3 to 5 years).

The online survey was answered by more than eighty seven percent (450 out of 513) of the population of previous and current QMA employees. This high response rate

demonstrates the high interest and commitment towards enhancing the work environment by the employees as well as the interest to voice their opinions about the issue.

### **6.1 The relationship between Perceived Organizational Morality (POM) and Employee perception of CSR (EP) and their impact on employee turnover**

The concluded hypothesis of perceived organisational morality positive association with employee perception of CSR is consistent with results of other relevant studies in other countries. Employee perception of CSR impacts employee turnover rate through its impact on the employee's fulfilment of emotional needs. Tay and Diener's (2011) research concluded that daily job satisfaction is not associated with monetary measures. Deci and Ryan's (2000) work on Self-determination theory suggested that when people's inner psychological needs are met, they will have optimal emotional growth. Bauman and Skitka (2012) concluded that CSR is a foundation of employees' job satisfaction (Tay and Diener, 2011, Deci and Ryan, 2000, Bauman and Skitka, 2012).

There is an inverse relationship between perceived organizational morality and employee perception of CSR and how they impact employee turnover. In organizations where there is perceived organizational morality as well as positive employee perception of CSR, employee turnover might be considerably low (Riordan et al., 1997, Sarfraz et al., 2018).

Organizations that are truly CSR oriented treat employees and societies with fairness and ethically and employees tend to think that organizational fairness is present when the organisation implements CSR initiatives. They associate these actions with the firm taking

care of employee wellbeing, fair compensation environment and non-discrimination policies (Sarfraz et al., 2018).

CSR and organizational justice concepts are based on the assumption of standardised treatment which translates to perceived organizational morality (Folger et al., 2005) . Previous research shows a clear relationship between employee perception of CSR and perceived organizational justice which contributes to employee job satisfaction (Tziner et al., 2011). Job satisfaction, being an extent to which people are satisfied with their work, impacts low turnover as employees will not look for reasons to leave the firm.

If employees of a firm are questioned, for a firm that engages in CSR, they perceive their organization to be one that cares for customers, employees and the society in general. This raises their perceived organizational morality and they become proud to be associated with such a firm. Such proud association positively impacts employees' satisfaction where they feel as if they are part of a bigger cause of not just getting their work done but giving back to the society. Such a feeling is a motivating factor, a driver to work and experience intrinsic reward which keeps employees at the work place hence significantly lowering employee turnover (Yoo and Chon, 2015, Vazifehdust and Khosrozadeh, 2014).

This research indicates that organisations that adopt CSR increase their employees' employee job satisfaction, satisfying employees need for security, self-esteem and belongingness. This study confirms Vitaliano's (2010) research findings about the positive association between perception of CSR and lower turnover rates, as well as others such as Mulki et al. (2006) where the organisation's commitment to CSR provides an emotionally



positive business environment for the employees that makes them want to maintain employment.

## **6.2 The impact of the three factors of role ambiguity (RA), organizational communication (OC) and work adaptability (WA) on employee turnover (TR)**

The three validated hypotheses that role ambiguity, organisational communication and work adaptability are associated with job satisfaction are also consistent with other studies. More on how this study is positioned within the literature is presented in this section.

Job satisfaction is the affective attitudes of orientation on the part of individual towards jobs (Li and Shani, 1991). A positive attitude towards the job increases satisfaction as employees derive pride and commitment in getting the work done which translates to productivity. When employees do not derive job satisfaction from their work, they are likely to seek other places for work where they will fill better fit and gain more satisfaction (Ballou, 2013). This study is aligned with other researchers' findings of the significant association between fulfilment of the psychological contract and job satisfaction (Beynon et al., 2012, Aykan, 2014, Ballou, 2013, Rousseau, 1995).

The results of this study in terms of role ambiguity impacting job satisfaction and in turn impacting turnover rate is consistent with other studies. Role ambiguity resulting from lack of sufficient information relevant to employee's job details, paths of growth,

responsibilities and expectations, have negative contribution on job satisfaction (Bedeian and Armenakis, 1981, Glissmeyer et al., 1985, Khattak et al., 2013).

Organisational communication is another aspect that impacts role ambiguity as it is the means by which the aspects of the employee's role are clarified and communicated. Furthermore, clarity, frequency and quality of organisational communication is positively associated with job satisfaction (Giri and Pavan Kumar, 2010, Goldhaber, 1993). The findings of this research related to organisational communication are aligned with the literature by being associated with job satisfaction, which in turn is associated with turnover rate.

Adaptability is the ability to change or be changed to fit changed circumstances. The adaptability of a person is the ability, willingness and motivation to change and conform to tasks, or environmental elements that change. The sub dimensions of adaptive performance are; handling crisis situations, handling work stress solving problems creatively, dealing with uncertainty of the work environment, learning new technologies, demonstrating interpersonal adaptability, cultural ability as well as ease adaption into physical space (Sherwood, 2015).

In the organizational environment, change is always happening, and employees are able to adapt to change if there is work adaptability. Work adaptability is whereby employees are able to accommodate and assimilate changes as they take place. Organizations, employers

and employees can increase work adaptability in the latter through empowerment such that employees will be able to deal with uncertainties presented by the work environment.

Failure to have work adaptability or poor adaptability can be stressors at work. When employees are not well empowered and equipped to handle problems at the work place they become stressed. Adaptations such as to new technology, crisis or cultures can be challenging for employees with low work adaptability. Such challenges become such that employees are not enjoying their work at all hence low work satisfaction. As a result, they may end up looking for areas where they feel more suited hence increased work turnover. Turnover could also be involuntary whereby their lack of adaptability makes them incapable of performing their work and are forced to leave when they do not meet the demands of the jobs.

Work adaptability has many dimensions including but not limited to task orientation, solving problems, handling work stress and managing change (Pulakos et al., 2000). Aspects of work adaptability are impacted by other factors that were not covered in this study such as age and motivation, which can be addressed in future research. Nevertheless, the findings conform to those from relevant studies in the literature.

Role ambiguity is the uncertainty about which tasks and responsibilities are part of the role (Biddle, 1986). If tasks and roles are not clearly defined, a conflict of roles is created in the organization which can lead to some form of a chaotic situation. Role ambiguity leads to role conflict and these two factors are both associated with personal and organizational outcomes. When role conflict takes place, conflicting demands are placed upon the

individual by others around her such as superiors, peers or subordinates and can cause some form of stress at the work place. It can lead to anxiety, dissatisfaction and lack of job interest. These factors lower job satisfaction which often times can lead to increased job turnover.

Role ambiguity, organizational communication and work adaptability are factors that have the ability to influence job satisfaction and hence creating some effect on job turnover. Role ambiguity, poor work communications and low work adaptability have the ability to heighten work stress. Work stress is interaction among organizational characteristics that are threatening to people and their reaction to these threats is indicated by job satisfaction (Li and Shani, 1991).

Organizational communication is another of the most vital functions of the organization. It is a critical process because it is a primary medium of human interaction. Organizational communication is the transmission of a message through a channel to a receiver. Communication means conveying meaning from one person from one person to another and from the organization to individuals. Communication is important in defining role expectations which leads to role clarity and in this case role clarity is the extent to which the required information is communicated to an employee and well understood (Burton et al., 1976).

Research has shown a positive relationship between organizational communication and job performance as well as job satisfaction (Pincus, 1986). Employees should be given information about the organization, activities, goals and directions to participate in their role of achieving organizational performance. Organizational communication breakdown therefore can be a cause of low job satisfaction. This is especially important where there is lack of feedback results to stressors at the workplace and psychological strain. The findings of this study in terms of the negative impact of organisational communication on job satisfaction (and hence turnover rate) are in agreement with the literature.

Satisfactory and effective communication can improve employee attitude and morale and therefore affects satisfaction. Organizational communication plays a role in improving commitment and stimulating employees to achieve organizational goals. All these translate into employees owning the firm, feeling as if whatever they do in the firm is of important to the firm and hence lowers employee turnover.

Conclusively, role ambiguity, organizational communication interrelate at some point as they may lead to stress in the organization as a result of role conflict, lack of feedback all which point into decreased job satisfaction. The same is relevant for work adaptability which causes stress to employees when they are not able to change with the demands of the work and hence low job satisfaction. In a nutshell, the factors causing low job satisfaction do lead to increased employee turnover and vice versa. The findings of this study conform to this conclusion.

## 6.3 Reflections

Gibbs' reflective cycle (Figure 16) provides a systematic approach to reflecting on this research. The following sections address the six stages of this cycle.

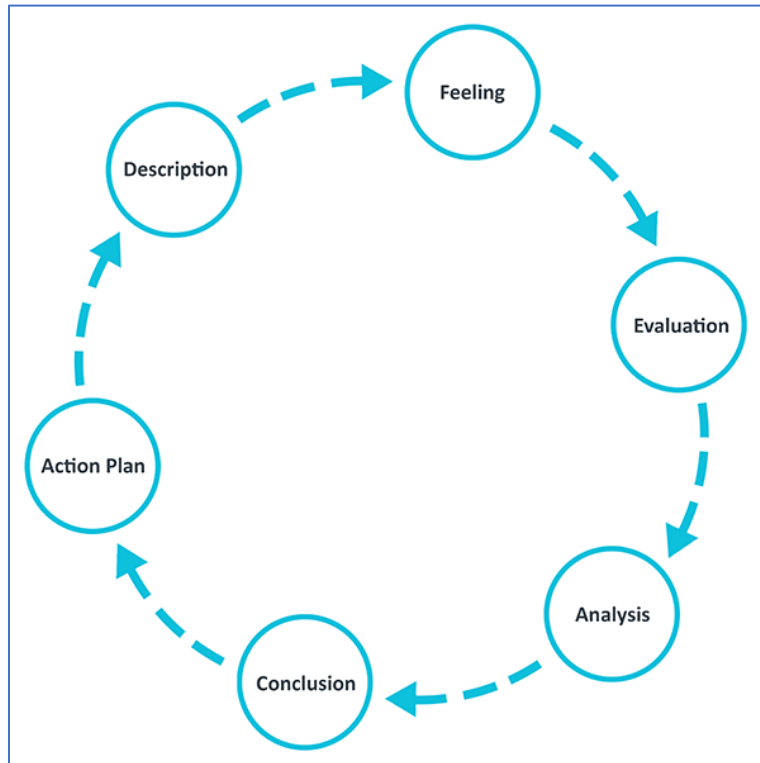


Figure 16 Gibbs Reflective Cycle (Gibbs, 2001).

### 6.3.1 Description of the Experience

For the topic of this thesis, I have decided to address one of the gravest problems facing my previous employer QMA. I contacted top management to see if it was possible to use the available data and contacts to conduct a survey and I was given their full support to pursue this research. The next steps were to formalize the idea and obtain the University's approval. The research then began by reading relevant literature while developing hypotheses that can be tested through the survey responses. Most of the framework was

developed in the first year. The following time was spent analysing and reflecting on the research.

This research involved investigating factors that are contributing to the high turnover rate at my previous employer QMA. This report presents the study's intermittent journey over more than eight years, from a personal reflective stance.

I was personally responsible for all aspects of this research and for documenting every step. At the beginning and prior to having a clear research methodology, I contacted top management at QMA when I was working there. I obtained full support for the research.

### **6.3.2 Feelings**

I personally felt that I took initiative, when it came to communication amongst my ex-co-workers and managers. Whilst this was successful initially, I then sensed lack of engagement after the research has taken longer than expected (few years). But the collaboration from QMA staff and management has not declined throughout the journey of the research and up until now.

In Chapter 1, I introduced the problem of interest, the organisation and its environment, the importance of addressing the issue, the approach to the study and the structure of this report. In doing so, I have drafted a very brief map of the starting point, the destination and

my primary way of going there. However, the learning outcomes of this trip extend beyond achieving the research aims as I elaborate in this section.

### **6.3.3 Evaluation of the Experience**

When I encountered difficulties because of changing advisors, I made sure that I contacted my student advisor immediately and set up meetings with the new advisor as soon as possible. I also made sure that my communication with my advisor is documented both in the BlackBoard and in electronic emails.

I believe I am so lucky that I have not encountered issues with others throughout this project's journey. Even when I switched employers, I kept my contact with QMA staff.

Throughout this research, I had three main supervisors and two second supervisors. Each one comes from a different background and has his or her own distinct style. This interaction has enriched my communication skills and provided me with a better appreciation of the different communication styles and professional backgrounds.

This journey has taught me how difficult it is to be an objective researcher. The pull and push forces between the high subjective interest to pursue the research and the sought after objectivity associated with the methodological approach.

In addition, while I was nervous to present my research findings to my co-workers and management, this process has given me encouragement as it gave me self-confidence and trust in my practice as well as research abilities.



#### 6.3.4 Analysis

There was a period of months of lack of support from my first thesis advisor. My approach was to follow-up with her for few times then I approached my student advisor. I was helped immediately and assigned a new advisor.

As circumstances happen in a non-linear manner, this research and its reporting had to follow a sequential pattern in order to be as methodological as possible. This has also made me realize the limitation of my study as having somewhat of a moving target limits the generalizability of the study's outcomes because circumstances inevitably keep changing and the research becomes a mere snapshot from the past. This again stresses the value of action research skills learnt and acquired and make them as valuable as the research outcomes. That is, the benefits of this study extend beyond addressing the research objectives.

#### 6.3.5 Conclusion

One of the largest lessons I learnt during this journey is about interaction between factors and the phenomenon of interest. There is no one factor that usually makes something (high voluntary rate) happen but a multitude of factors happening chronologically that lead to the outcome. More specifically, my observation that voluntary turnover was associated with QMA's CSR initiative could not be explored without investigating other related factors. This led to the progression from one hypothesis to a conceptual model. This has broadened my horizon as it applies to almost everything in my life, personally and professionally.

In order to impress my advisors, I have developed a conceptual model of more than nine hypotheses. During the Viva Voce, I learnt that this was too much of an intake and that it was too much for one thesis. This is something to remember to avoid in the future by not overloading “my plate” to the extent of jeopardizing quality and meeting deadlines.

#### **6.3.6 Action Plan**

If I were to undertake this research again, I would ensure that more frequent communication is to be conducted maybe on a monthly basis between me and everyone else at QMA, through meetings and newsletters.

I feel that my own areas for improvement, in the future would be to be more proactive when it comes to communication. I need to follow-up right after two weeks of last communication, if no response was received.

For future research, I would formulate a learning set for the research from the beginning and not after conducting a survey. I think the qualitative data that can be obtained through this measure could provide more insights on the hypothesis prior to conducting the survey. That is, have the learning set before and analyse the discussion text in order to direct the next steps of the research.

## 6.4 Practical Implications

Deriving practical implications is inherent in action research and research in general. The first practical outcome to address the high turnover rate at QMA is to address the three aspects of employee perception of CSR, job satisfaction and employee motivation (**Error! Reference source not found.**), which were proven to have statistically significant association to the high turnover rate in the organisation.

An important lesson learned out of this study is that perception of CSR was not at a healthy level due to the non-engaging implementation of CSR within QMA. The strategies and plans were directed and somehow enforced from top management down the organisational chain of command without engaging everyone in the process. The relevant practical implication for this finding would be to have an implementation plan that engages the stakeholders through stages, starting with stakeholder mapping and proceeding with preparation and engagement before actually executing the action plan (Morris and Baddache, 2012) (Figure 17). This finding is very important because it highlights a confounder (CSR implementation) that was not accounted while developing the hypothetical conceptual model, which could be one of the main reasons behind the high turnover rate at QMA. The stakeholders in this case are everyone at QMA (internal) as well as the external stakeholders. The action plan is advised to be dual in nature, covering both internal and external measures. External measures can focus on "communication, relationship building, and future engagement" (Morris and Baddache, 2012: 17), whereas internal measures can "range from improving processes and revising strategy to building further internal engagement capacity" (Morris and Baddache, 2012:17).



Figure 17. The four steps of implementing new strategies while engaging the stakeholders (Morris and Baddache, 2012).

A more extensive approach needs to be taken to investigate each of the three factors of perception of CSR, job satisfaction and motivation. Factors that were not included in this research such as age, gender, employee engagement, and others need to be examined. This can be done using periodical surveys, interviews and other relevant methods.

Collaboration with other organisations of similar business environment would bring in an insight on what other factors contribute to the issue and how others have addressed them. Moreover, this approach would eliminate investigator’s bias and provide a more objective research approach.

Last but not least, in order to investigate the temporal impacts, it is advised to look at seasonality and other issues that are related to time.

## 6.4 Summary of the Discussion

The premise of this study is based on investigating CSR and turnover rate in a distinctive organisation such as QMA: being a public sector parent organisation that has gone through many changes within a short period of time, in a least researched business environment such as Qatar. Eight of the nine hypotheses were confirmatory with respect to the published literature, which brings up the question of what this study has added to the literature and in what ways.

This research makes contribution to the areas of CSR, turnover and action research in a business environment by extending the work of others using a practical approach in a non-ventured environment such as QMA. It also has benefited QMA because it brought everyone together to address an important issue. Also, since the results are mostly confirmatory with the current literature, this study provides an opening for the organisation to capitalize on what other organisations have used to address the issue. That is, for QMA, being in a different economic and cultural environment does not mean that the measures used elsewhere are inapplicable and irrelevant.

The action research that has been used to conduct the study has brought all stakeholders within QMA to address the high turnover rate. Although the turnover rate has not been proven to be lower than the point of starting this research as a result of this study, new measures such as the periodical employee survey and learning set have been adopted to continue within QMA. Further research will be required to quantify the impact of such measures on QMA's turnover rate. However, this research does not assume the conclusively of addressing every factor that could have impacted QMA's turnover rate.

Other internal and external factors need to be considered. For example, for-profit organisations in Qatar offer better financial compensation to their employees, which make them strong competitors to QMA when it comes to human resources. This and other external factors need to be explored.

The field of CSR is boundless in terms of its definition and how it can be implemented within an organisation. QMA's understanding of CSR although not amiss can be enhanced through engaging the employees' for their perspectives. This can improve the imbalance in power within QMA since the current measures have been designed by top management. Employee engagement has been proven to be positively associated with job satisfaction and employee motivation.

## 7.0 CONCLUSIONS

The intention behind conducting this research was to identify the factors impacting the high turnover rate at QMA. Although the primary objective had the inclination that the impact of adopting CSR at QMA is an essential factor, the investigation could not move forward without exploring other confounders such job satisfaction, role ambiguity, organisational communication and the other factors that interact with the main objective. The concluded model was reached following a mixed research composed of quantitative and qualitative methods as well as action research. This chapter addresses the strengths, limitations, reliability and validity and suggestions for future research.

### 7.1 Research Strengths

This is the first study of its kind to investigate the relationship between employee turnover and CSR at QMA. The aim of this research stems from a public sector organisation going through a period of transition as CSR policies are implemented, and is based on primary data, stemming from the need for a non-profit organisation. QMA's senior management supported these efforts. Hence, the research did not face any noticeable resistance but was encouraged with means of time and top management backing. However, the high turnover rate accompanying this change has been a manifestation of resistance to change.

Since the results of this study have been confirmatory in relation to the published literature, the measures taken in other organisations in different parts of the world might be relevant and applicable in this context. This works two-ways: despite the small size of

this study, it has a potential to be explored in other organisations; and measures that worked in other organisations with similar issues can be relevant to QMA.

The mixed methodology used was diversified and included both quantitative and qualitative techniques (online survey, standardized open-ended interviews), backed by verified survey questions and statistical methods like Cronbach alpha statistic and factor analysis. The advantages of the online survey include access to high number of geographically spread participants at their convenience and ease of data collection and management. Moreover, the standardized open-ended interview allowed for unlimited in-depth unanticipated responses (Petrick, 2009). Furthermore, the sequence of the methods (survey followed by interviews then learning set) ensured capitalisation on information and organisational learning.

Action research in the form of learning set discussions made it possible to achieve great results quickly and fast. Furthermore, because of the interaction between the facilitator and the participants it allowed for in-depth relevant discussions, organisational learning and relevant actionable knowledge (Creswell, 2007, Miles and Huberman, 1994, Patton, 1987).

Contrasting the hypothesized conceptual model against the concluded one (Figure 11), exhibits that the two models are not far from each other. This confirms and validates our research methods and research direction.

This primary-data research on a non-profit organisation in Qatar contributes to the field of human resources management in offering insight on what the organisation can do



to retain its most valuable assets. The findings of this research are particularly valuable in the following aspects:

- The study demonstrates how a limited-resource organisation can conduct in-house valid and reliable research on a regular basis in order to address its own issues.
- The study highlights how new strategies can affect turnover even if they are perceived to be positive (e.g.; CSR).
- The research demonstrates how a mixed approach investigation can be conducted in order to initiate and maintain organisational learning.
- The methodology verified the conceptual model and highlighted an important confounder (CSR implementation) that might be of causal relationship to the phenomenon of high turnover rate at QMA.
- Voluntary turnover can be affected by employees' perception of CSR, which in this case was related to the organisation's implementation of CSR.

## 7.2 Research Limitations

The lack of research-respondent interaction in the online-survey could cause misunderstanding of the questions and hence collection of non-valid responses. The standardized open-ended interviews allow for irrelevant information and make it difficult to compare responses using statistical methods. It could also allow for intimidation by questions. As for the principal component analysis method, it could allow for subjectivity in interpreting and selecting the components (Petrick, 2009). In addition, no data was

collected to assess and quantify other relevant factors such as age, motivation, QMA employees' attainment of CSR meaning, and others.

### **7.3 Reliability and Validity**

The questionnaire constructs are based on well-proven previously used constructs as demonstrated in Appendix A. This ensured validity (NBRI, 2017). In addition, a minimum of 0.7 Cronbach's Alpha statistic was used to ensure data reliability (Nunnally and Bernstein, 1994, Gwet, 2014).

### **7.4 My Personal Learning Journey**

In Chapter 1, I introduced the problem of interest, the organisation and its environment, the importance of addressing the issue, the approach to the study and the structure of this report. In doing so, I have drafted a very brief map of the starting point, the destination and my primary way of going there. However, the learning outcomes of this trip extend beyond achieving the research aims as I elaborate in this section.

One of the largest lessons I learnt during this journey is about interaction between factors and the phenomenon of interest. There is no one factor that usually makes something (high voluntary rate) happen but a multitude of factors happening chronologically that lead to the outcome. More specifically, my observation that voluntary turnover was associated with QMA's CSR initiative could not be explored without investigating other related factors.

This led to the progression from one hypothesis to a conceptual model. This has broadened my horizon as it applies to almost everything in my life, personally and professionally.

As circumstances happen in a non-linear manner, this research and its reporting had to follow a sequential pattern in order to be as methodological as possible. This has also made me realize the limitation of my study as having somewhat of a moving target limits the generalizability of the study's outcomes because circumstances inevitably keep changing and the research becomes a mere snapshot from the past. This again stresses the value of action research skills learnt and acquired and make them as valuable as the research outcomes. That is, the benefits of this study extend beyond addressing the research objectives.

Throughout this research, I had three main supervisors and two second supervisors. Each one comes from a different background and has his or her own distinct style. This interaction has enriched my communication skills and provided me with a better appreciation of the different communication styles and professional backgrounds.

This journey has taught me how difficult it is to be an objective researcher. The pull and push forces between the high subjective interest to pursue the research and the sought after objectivity associated with the methodological approach.

In addition, while I was nervous to present my research findings to my co-workers and management, this process has given me encouragement as it gave me self-confidence and trust in my practice as well as research abilities.

## 7.5 Future Research

While this research answered few important questions, it opened the door for few others more. This research can be extended to more organisations in Qatar or other similar geographical locations, which would allow for a larger sample size, and could potentially, provide more insight on the relationship between CSR and costly employee turnover.

The online survey and the learning set discussions could be established as standard periodical (e.g. annual) measures at QMA. This could provide constant feedback on how the organisation can address new issues through engaging its stakeholders in the process.

The online survey could be extended to include other factors that affect voluntary turnover rate such as age, gender and other factors that have been documented to impact employee motivation, job satisfaction and hence turnover rate . Also, the learning set discussions could include more participants from different backgrounds. A larger more diversified sample allows for higher population representation.

Moreover, the covariate/confounder of CSR implementation could be further investigated in order to establish the degree of causality between it and the high turnover rate as well as remediating its impact by establishing better more engaging plans to execute new strategies at QMA.

## 7.5 Concluding Remarks

While this journey has started to address one issue: the factors contributing to QMA's high turnover rate, the outcomes have been more diverse and pose more questions for future research. Following a primary-data mixed research approach based on action research has been a great opportunity for learning and especially organisational learning. The study is based on both the rigour of statistical methods and the relevance of the practice pertinent to QMA. Action research has provided opportunities for employee engagement that QMA has never seen before and while turnover rate has not been reduced yet, the new measures are yet to be tested and examined.

This study started with a conceptual model of nine hypotheses and proved eight. While this aligns it with the other published studies, it opens the door for other factors to be examined, especially those external to the organisation such as competition from other organisations. While this study deepened the stakeholders understanding of CSR and its impacts on the employees, it provides an opportunity for a better application that is not negatively associated with turnover rate.

In conclusion, the learning about how QMA understands CSR and the factors impacting its high turnover rate have been systematically implanted within the organisation and it has been engaging the stakeholders in a methodological manner.

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## APPENDICES

### Appendix A: Online Questionnaire



#### Consent Form

**Title:** The Relationship between Corporate Social Responsibility and Voluntary Turnover in a Governmental Sector Organization of Qatar

**Researcher:** Najlah N. Al-Thani

You are being invited to participate in a research study. Before you decide whether to participate, it is important for you to understand the purpose of the research. Please take time to read the following information wisely and feel free to ask me if you would like more information or if there is anything that you do not understand. Please also feel free to discuss this with your friends and relatives if you wish. You do not have to accept this invitation and should only agree to participate if you want to.

Thank you for reading this.

**Version Number and Date:** v1., October 2015

### **Purpose of study**

This study is being conducted as part of a student project for a Postgraduate degree thesis.

The aim of the study is to quantify and qualify the relationship between corporate social responsibility and voluntary turnover rate in Qatar Museums Authority (QMA).

### **Why have I been chosen to take part?**

You are being asked to participate because you either worked or currently working for QMA.



### **Do I have to take part?**

Participation in the research is voluntary, and should you agree to participate you are free to withdraw at any point without explanation and without incurring a disadvantage.

### **What will happen if I take part?**

You will be asked to complete a questionnaire which involves questions about your experience at QMA. This should take about 20 minutes of your time. Once you click on the “Agree and Submit” button, your approval to participate will be granted and your responses will be automatically sent to the Researcher. This is all you are required to do to participate in this study. Alternatively you might be asked to participate in a learning set. Learning set meetings will be on a monthly basis in Qatar Leadership Center, Al Bidda Tower, for a 60 minute session, for 6 months.

### **Expenses and / or payments**

There are no intended expenses and / or payments for taking part in this research.



### **Are there any risks in taking part?**

There are no anticipated risks of you taking part in this study. There will be no emotional or physical risks to participants. Information collected will be passed to management without disclosing any personal identifiers of participants. Collected information will be secured and confidential. Participants can withdraw at any time without explanation.

### **Are there any benefits in taking part?**

Participants will acquire knowledge on the subject and contribute to action towards improving the organisation for current and future employees.

### **What if I am unhappy or if there is a problem?**

If you are unhappy, or if there is a problem, please feel free to let us know by contacting Najlah Al-Thani najlah.althani@online.liverpool.ac.uk and we will try to help. If you remain unhappy or have a complaint which you feel you cannot come to us with then you

should contact the Research Governance Officer at [ethics@liv.ac.uk](mailto:ethics@liv.ac.uk). When contacting the Research Governance Officer, please provide details of the name or description of the study (so that it can be identified), the researcher(s) involved, and the details of the complaint you wish to make.

### **Will my participation be kept confidential?**

Any information provided during the study will be kept confidential and anonymous. Only the researcher will have access to your responses and these will be destroyed as is standard after 5 years. There will be no link that connects the responses to the participants.

In the learning set, participants will be kept anonymous. Discussion will be documented through notes that will not have names or any personal identifiers. Data will be encrypted and password-protected. There will be only one copy on my computer. Company computers will not be used in order to ensure data protection from Information Technology personnel.

### **What will happen to the results of the study?**

The results of the present study may be disseminated through reports, presentations and publications to the public domain. You may request that the Principal Investigator contact

you at a later date to inform you about accessing published data. No one participating in the study will be identifiable in any resulting publications.

**What will happen if I want to stop taking part?**

You may withdraw at any time without having to give a reason. If you decide to withdraw before completing the survey/learning set, any data collected will not be used and will be electronically deleted. This is also possible before the anonymization process.

**Who can I contact if I have further questions?**

Please address any immediate concerns or questions to Ms Najlah Al-Thani. If, after having completed the survey, you have any further questions please contact Ms Najlah Al-Thani:

Ms Najlah Al-Thani

Email: najlah.althani@online.liverpool.ac.uk

*I have read the above information and understand that this survey is voluntary and I may stop at any time. I consent to participate in the study.*

---

Signature of participant

---

Date

---

Signature of researchers

---

Date

- Participant received a copy.

### Section 1: Environmental Literacy

In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.

Description	Strongly disagree				Strongly agree		
	1	2	3	4	5	6	7
I always advise others to keep the environment clean.	1	2	3	4	5	6	7
I get annoyed when someone contaminates the environment.	1	2	3	4	5	6	7
I respect all efforts to maintain and preserve the environment.	1	2	3	4	5	6	7
I appreciate living in a healthy and clean environment.	1	2	3	4	5	6	7
I respect rules and regulations to maintain and preserve the environment.	1	2	3	4	5	6	7
I always admire those who rationalize energy consumption.	1	2	3	4	5	6	7
I am aware of the impact of population explosion on the environment.	1	2	3	4	5	6	7
I realize that natural resources are scarce, thus must be used wisely.	1	2	3	4	5	6	7
I believe that man and nature have to be in harmony for survival.	1	2	3	4	5	6	7
I understand that the environment is for us and future generations, thus must be well maintained and preserved.	1	2	3	4	5	6	7

(Alsmadi, 2007)

## Section 2: Perceived Organizational Morality

In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.

Description: My supervisor ...	Strongly Disagree							Strongly Agree						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Listens to what employees have to say.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Disciplines employees who violate ethical standards.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Conducts his/her personal life in an ethical manner.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Has the best interests of employees in mind.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Makes fair and balanced decisions.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Can be trusted.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Discusses business ethics or values with employees.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Sets an example of how to do things the right way in terms of ethics.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Defines success not just by results but also the way they are obtained.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
When making decisions, asks "What is the right thing to do?"	1	2	3	4	5	6	7	1	2	3	4	5	6	7

(Taylor and Pattie, 2014)

### Section 3: Role Ambiguity

In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.

	<i>Strongly Disagree</i>						<i>Strongly Agree</i>
I feel certain about how much authority I have.	1	2	3	4	5	6	7
I have clear, planned objectives for my job	1	2	3	4	5	6	7
I know that I have divided my time properly.	1	2	3	4	5	6	7
I know what my responsibilities are.	1	2	3	4	5	6	7
I know exactly what is expected of me.	1	2	3	4	5	6	7
I receive clear explanations of what has to be done.	1	2	3	4	5	6	7

(Rizzo et al., 1970)

#### Section 4: Organizational Communication

In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.

	<i>Strongly Disagree</i>			<i>Strongly Agree</i>			
Most of the information I receive on a daily basis comes from my manager.	1	2	3	4	5	6	7
In this organization, my ideas are frequently passed on to top-management.	1	2	3	4	5	6	7
Most of the information I receive on a daily basis come from my co-workers.	1	2	3	4	5	6	7
I feel comfortable sharing ideas directly with members of top-management.	1	2	3	4	5	6	7
Most of the daily communication I receive comes in the form of "directives" from top-management.	1	2	3	4	5	6	7
I feel comfortable sharing ideas with my manager.	1	2	3	4	5	6	7
In QMA, the lines of communication are "open" all the way to top executives.	1	2	3	4	5	6	7
QMA frequently holds "town-hall" meetings to pass along information.	1	2	3	4	5	6	7

(O'Connell, 1979)



### Section 5: Work Adaptability

In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.

	<i>Strongly Disagree</i>						<i>Strongly Agree</i>
I often push myself to move away from the status quo or business as usual.	1	2	3	4	5	6	7
I regularly take stock of all my responsibilities, discerning which activities are critical and which are expendable, letting go those that no longer support a core function.	1	2	3	4	5	6	7
I understand the difference between management and leadership and value both skill sets in the workplace.	1	2	3	4	5	6	7
I am not afraid to raise unpopular positions in my workplace.	1	2	3	4	5	6	7
I occasionally pull myself away from the everyday tasks and routines to gain perspective on what is really going on and what direction we are taking.	1	2	3	4	5	6	7
I identify and act to close the gap that exists between the way I am living my life now and what I want to be doing.	1	2	3	4	5	6	7

(CLA, 2017)

## Section 6: Employee Perception of CSR

In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.

Description	Strongly Disagree			Strongly Agree			
	1	2	3	4	5	6	7
Being ethically and socially responsible is the most important thing a company can do.	1	2	3	4	5	6	7
Business has a social responsibility beyond making a profit.	1	2	3	4	5	6	7
Business ethics and social responsibility are critical to the survival of a business enterprise.	1	2	3	4	5	6	7
The ethics and social responsibility of a company is essential to its long-term profitability.	1	2	3	4	5	6	7
The overall effectiveness of a business can be determined to a great extent by the degree to which it is ethical and socially responsible.	1	2	3	4	5	6	7
Good ethics is often good business.	1	2	3	4	5	6	7
A company's first priority should be employee morale.	1	2	3	4	5	6	7
Social responsibility and profitability can be compatible.	1	2	3	4	5	6	7
To remain competitive in a global environment, business companies will have to regard ethics and social responsibility.	1	2	3	4	5	6	7
The most important concern for a company is making a profit, but it does not mean bending or breaking the rules.	1	2	3	4	5	6	7
If survival of a business enterprise is at stake, then you must not forget about ethics and social responsibility.	1	2	3	4	5	6	7
Efficiency is as important of a company as whether or not the company is seen as ethical or socially responsible.	1	2	3	4	5	6	7
If the stockholders are unhappy, it does not mean that nothing else matters.	1	2	3	4	5	6	7

(Etheredge, 1999)

### Section 7: Employee Turnover Intention

In answering the following questions, please focus on your personal values and indicate the extent of your agreement or disagreement in each of the following statements.

	<i>Strongly Disagree</i>						<i>Strongly Agree</i>
As soon as I can find an alternative job, I will resign.	1	2	3	4	5	6	7
I often think of leaving.	1	2	3	4	5	6	7
I feel that it is important for me personally that I spend my career with QMA rather than some other organisation.	1	2	3	4	5	6	7

(Jackofsky and Slocum, 1987)

**Section 8: Literacy Level**

***What is the highest grade of elementary or high school that you have ever completed?***

Less than Grade 6

Grade 6

Grade 7-8

Grade 9

Grade 10-12

REFUSED

***What is the highest level of schooling that you have ever completed?***

Less than high school diploma

High school diploma

Trade/vocational, college or university

Apprenticeship certificate

Bachelor's degree

Master's

PhD

Don't know

Refused

***What was the language used most often for teaching your courses at school, excluding language courses?***

*Arabic*

*English*

*French*

*Other*

*Don't know*

*Refused*

## Appendix B: More Statistical Results

### PCA Screeplots

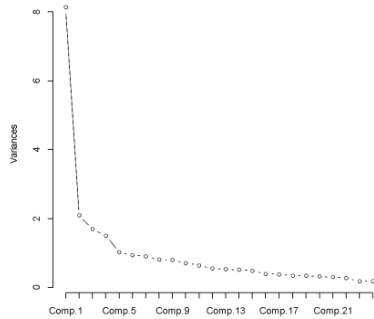


Figure 13. Screeplot for environmental literacy (EL).

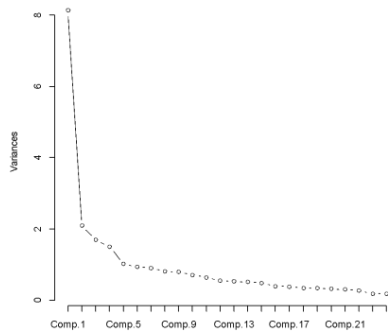


Figure 14. Screeplot for perceived organisational morality (PM).

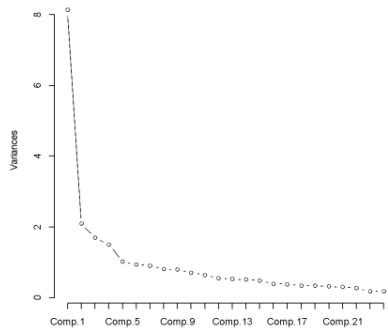
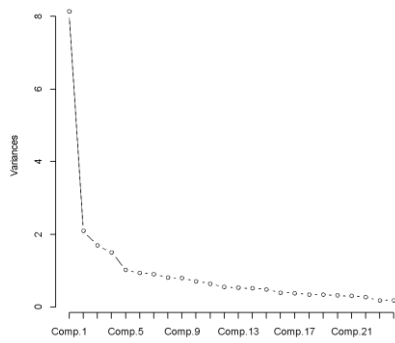
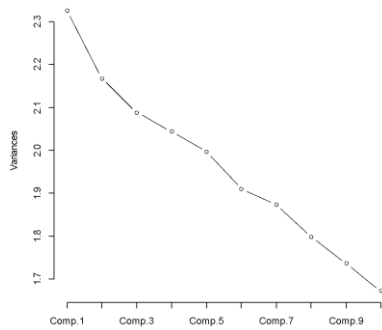


Figure 15. Screeplot for role ambiguity (RA).



**Figure 16. Screeplot for Organizational Communication (OC).**



**Figure 17. Screeplot for Work Adaptability (WA).**

## Appendix C: Standardized Interview Questions

### Demographic Questions

1. Name of interviewee
2. What is/was your position title?
3. How long have you been (were) employed at the business?
4. What are/were your key duties and responsibilities?
5. Highest education attained.

### Interview Questions

1. Do you think that environmental literacy affects employees' perception of CSR?  
If so, how?
2. Do you think that perceived organisational morality affects employees' perception of CSR? If so, how?
3. Do you think that role ambiguity affects job satisfaction? If so, how?
4. Do you think that organisational communication affects job satisfaction and how?
5. Do you think that work adaptability affects job satisfaction and how?
6. Do you think that employee perception of CSR affects employee turnover rate and how?
7. What are the reasons behind the high voluntary turnover rate at QMA?
8. Of all the things we discussed today, what to you is the most important?
9. Do you have any additional comments?

## Appendix D: Presentation to Management

# The Relationship between Corporate Social Responsibility and Voluntary Turnover at QMA

Najlah Al-Thani, MS

1

## Agenda

- Objective
- Methods
- The Conceptual Model
- Results
- Action Research
- The Plan

2



## Research Objective

- The aim of this project was to investigate the factors that affect voluntary employee turnover rate in QMA especially CSR.
  - What is the relationship between CSR and employee turnover rate in QMA?

3

## Research Methods

Order	Method
1	Construct the survey using documented proven constructs representing the four hypotheses, Cronbach's Alpha Calculation, Statistical Exploratory Analyses, Principal Component Analysis and Linear regression fitting
2	Semi-structured interviews and the Learning set
3	Learning Set

4

## Results

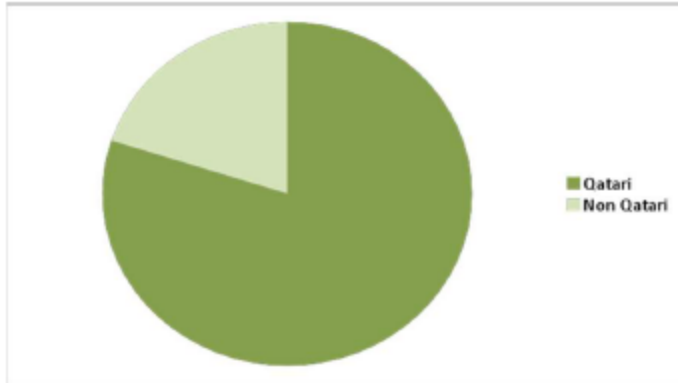
7

## Demographics

Characteristic	Number	Percentage
Males	252	56.00
Females	198	44.00
Age (years)	39	
Qatari	360	80.00
Non Qatari	90	20.00
High School Diploma	9	2.00
Bachelor Degree	324	72.00
Masters	99	22.00
Doctorate	18	4.00
Duration of current employment		
1-3 years	45	10.00
3-5 years	279	62.86
10-20 years	113	25.71
More than 20 years	13	1.43
Annual Income (USD)	79,000	

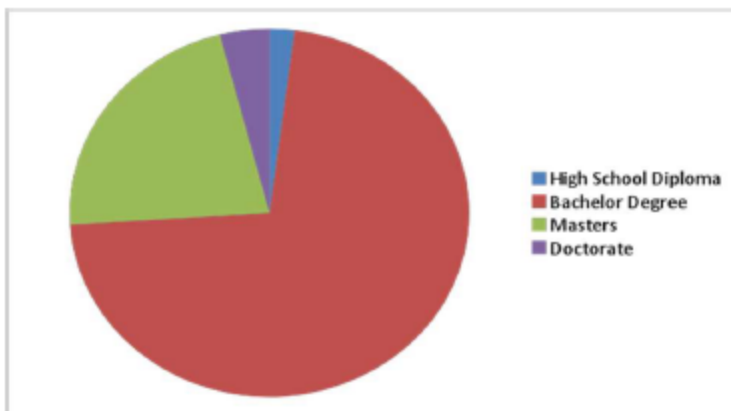
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## Percentage of Qatari and Non-Qatari



9

## Percentage of educational attainment



10

## Principal Component Analysis

Survey Construct	Eigenvalue	Explained Variance (%)	Cronbach's Alpha
Environmental Literacy	3.02	82.00	0.78
Perceived Organizational Morality	3.59	71.20	0.77
Role Ambiguity	4.01	79.00	0.72
Organizational Communication	4.12	80.00	0.74
Work Adaptability	3.96	77.70	0.83
QMA Financial Performance	4.60	76.40	0.74
Employee Perception of CSR	3.86	76.00	0.81
Job Satisfaction	3.84	69.40	0.89
Employee Motivation	3.67	81.50	0.80
Employee Turnover Intention	4.50	74.80	0.92

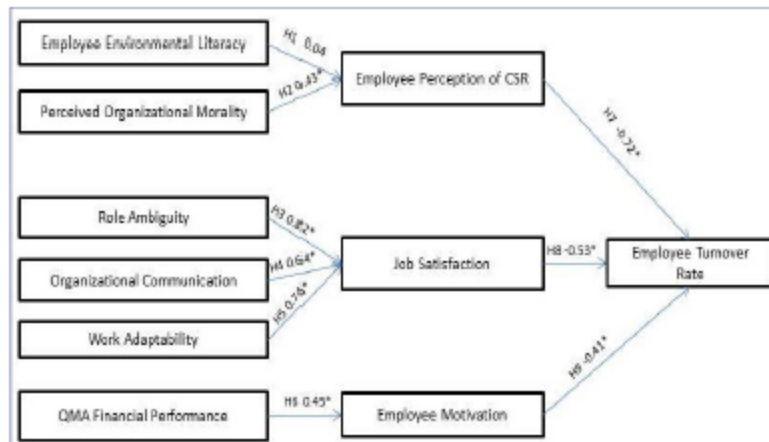
11

## Results of linear regression on association relationships between the survey constructs

Hypothesis	Result
H1: Employee environmental literacy (EL) is associated with employee perception of CSR (EP).	Rejected
H2: Perceived organisational morality (POM) is associated with employee perception of CSR (EP).	Confirmed
H3: Role ambiguity (RA) is associated with job satisfaction (JS).	Confirmed
H4: Organisational communication (OC) is associated with job satisfaction (JS).	Confirmed
H5: Work adaptability (WA) is associated with job satisfaction (JS).	Confirmed
H6: QMA financial performance (FP) will be associated with employee motivation (EM).	Confirmed
H7: Employee perception of CSR (EP) is associated with employee turnover rate (TR).	Confirmed
H8: Job satisfaction (JS) is associated with employee turnover rate (TR).	Confirmed
H9: Employee motivation (EM) is associated with employee turnover rate (TR).	Confirmed

12

## Statistically Significant Relationships

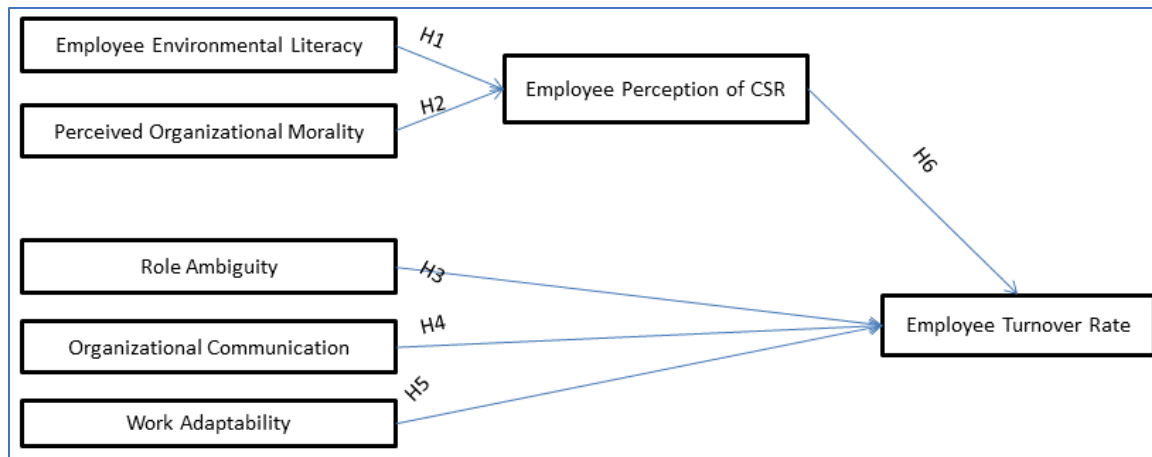


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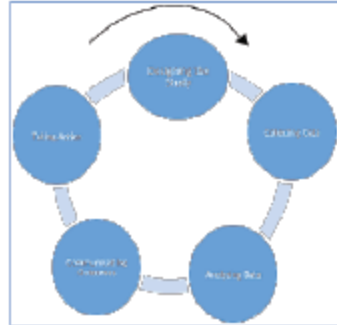
## Interviews

Characteristic	Number	Percentage
Males	3	50.00
Females	3	50.00
Average Age (years)	40	
Qatari	6	100.00
Non Qatari	0	0.00
High School Diploma	0	2.00
Bachelor Degree	6	100.00
Masters	0	0.00
Doctorate	0	0.00
Duration of current employment		
1-3 years	2	33.33
3-5 years	3	50.00
10-20 years	1	16.67
More than 20 years	0	0.00
Annual Income (USD)	130,000	

14



## Action Research Cycle



17

## The Plan

- Learning Set
- Periodical Meetings

18