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ORGANISATIONAL PSYCHOLOGY MASTERS, UNIVERSITY OF THE WITWATERSRAND



Corporate Social Responsibility, Perceived Organisational Support, Organisational Commitment, and Voluntary Turnover Intention

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A research report submitted in partial fulfilment of the requirements for the degree of Masters in Psychology by Coursework and Research Report in the field of Organisational Psychology in the Faculty of Humanities, University of the Witwatersrand, Johannesburg on 15 March 2017.

Plagiarism Declaration

I, Nelisile Stella Simelane, declare that this research project is my own, unaided work. It has not been submitted before for any other degree or for examination at this or any other university.

Signed: _____

Date: _____

Abstract

Organisations are increasingly moving towards the integration of "social, environmental and economic considerations into their business practices and structures" (Asemah Okpanachi, & Edegoh, 2013, p.45). This is due to the fact that organisations have been put under immense pressure by various stakeholders to assume ethical identities and improve the quality of life of both employees and the broader community through incorporating some form of corporate social responsibility (CSR) activities within their organisations (Peterson, 2004). Equally important is the retention of high quality and experienced employees in organisations, as this not only saves production time and costs but also saves the organisation costs associated with the hiring and training of replacement staff ((Bothma & Roodt, 2013). It is well established in the literature that employees infer judgments about certain activities that their organisations partake in and these judgments consequently influence employee behavior (Rupp, Ganapathi, Aguilera, & Williams, 2006). Considering the importance of both CSR and the prevention of voluntary turnover intentions, it seemed essential to explore how these constructs relate in the organisational context.

As such, this study aimed to explore the nature of the relationships between the three dimensions of CSR (philanthropic, environmental, and internal) and voluntary turnover intentions in a sample of South African employees. Moreover it has been suggested that other mechanisms might have an influence on this relationship (Dawley, Houghton, & Bucklew, 2010). Subsequently, this study also sought to explore whether perceived organisational support and organisational commitment mediated the relationships between the different forms of corporate social responsibility and voluntary turnover intentions.

A quantitative, non-experimental, cross-sectional, correlational research design was used in the present study. The total sample consisted of 106 employees from various South African organisations and positions. Participants who volunteered and consented to be part of the study were asked to complete a self-constructed demographic questionnaire, Pitt and Siemer's (2012) External and Internal Corporate Social Responsibility Scales, Eisenberger et al.'s (1986) Perceived Organisational Support Scale, Mowday and Steers' (1979) Organisational Commitment Questionnaire, and Kantor's (2013) Voluntary Turnover Intention Scale.

Results of the analyses revealed significant, negative correlations between all three dimensions of corporate social responsibility and voluntary turnover intention. All forms of corporate social responsibility were also found to be significantly and positively related to perceived organisational support and affective organisational commitment. The mediation findings showed that perceived organisational support partially mediated the relationships between all three types of corporate social responsibility and voluntary turnover intention. Organisational commitment, on the other hand, partially mediated the relationships between environmental corporate social responsibility and voluntary turnover intention as well as between internal corporate social responsibility and voluntary turnover intention; but fully mediated the relationship between philanthropic corporate social responsibility and voluntary turnover intention. These results demonstrated that more positive employee perceptions of corporate social responsibility increased perceived organisational support and organisational commitment in the sample, making it less likely that employees would consider leaving their current organisations. The results from this study might assist organisations in tailoring their corporate social responsibility policies and practices in order to enhance employee perceived organisational support and organisational commitment and thus prevent voluntary turnover intentions in employees.

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Chapter 1: Introduction and Literature review

The following chapter provides a brief introduction to and discussion of the literature and previous studies conducted on the variables pertaining to the current study. The discussion is structured in the following manner: firstly the purpose of the study and rationale are introduced, then various definitions of corporate social responsibility (CSR) are discussed and the concept's theoretical basis established. This is followed by an in-depth discussion of voluntary turnover intention (VTI) and its implications within the workplace as well as an outline of the possible links between CSR and VTI. Lastly, the concepts of perceived organisational support (POS) and organisational commitment (OC), as well as arguments for their possible mediating roles in the CSR-VTI relationship, are discussed.

Introduction

It is a well-conceived fact that the primary motive of every business is profit generation (Peterson, 2004). Organisations have, however, also moved towards developing positive ethical identities and relationships with their key stakeholders such as customers and investors (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). One of the strategies adopted by organisations in the quest to become ethical is the implementation of corporate social responsibility (CSR) activities. For decades companies have been under immense pressure to develop socially responsive behaviours towards not only their employees, but to consumers and the broader society in which they operate as well (Brammer, Millington, & Rayton, 2007).

CSR has been linked to a number of outcomes, including financial success and attractiveness to investors (Hansen et al., 2011; Peterson, 2004). However research on the role of CSR in organizations' financial success has yielded inconsistent results; this could possibly be attributed to the fact that there are numerous factors that influence an organization's financial success (Peterson, 2004). Of particular importance has been the influence of perceptions of corporate social responsiveness in employees. Research suggests that employees consider activities their organisations take part in and then infer judgements about these which can influence their actions, including decisions about whether to leave or stay in the organisation (Brammer et al., 2007; Peterson, 2004).

The turnover of valued employees has become one of the greatest concerns plaguing organisations in South Africa and globally (Kerr-Philips & Thomas, 2009; Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). As a result of the dynamic nature of the global market, organisations have to remain competitive and innovative. In order to achieve this, organisations require the skills and knowledge of dedicated staff members (Bothma & Roodt, 2013). As employees' attitudes often translate into actual behaviour, turnover intention is therefore detrimental to both the organisation (through costs associated with the hiring, training, and development of new employees) and to the remaining employees (reduction in morale and work overload) (Tumwesigye, 2010). This makes it necessary, if not essential, for organisations to effectively develop and retain their skilled employees and hence reduce both actual turnover and voluntary turnover intentions (McCauley & Wakefield, 2006). Research has revealed that the shortage of skills has a critical impact on the competitiveness of organisations globally; yet it is observed that few organisations implement sufficient strategies to develop and retain talent (Kerr-Philips & Thomas, 2009).

According to Hansen et al. (2011), employee's perceptions of the organisation's CSR actions might be one of the factors that influence employees to remain within their organisations and not seek or desire to seek alternative employment. Although research has been undertaken on a variety of antecedents of both turnover and voluntary turnover intention (VTI), research on the role of CSR in the retention of employees has been negligible, particularly in the South African context (Hansen et al., 2011). Furthermore earlier studies have narrowly focused on the relationship between CSR and external stakeholders, with little focus on exploring the influence of CSR activities on internal stakeholders, specifically employee work attitudes (Peterson, 2004). It appears that no study to date has investigated CSR as an antecedent of VTI in South Africa.

Considering this gap in the literature and the importance of both corporate social responsibility and the prevention of voluntary turnover intentions, it seems not only interesting but also necessary to explore whether a link exists between these two variables within South African organisations. This examination might shed light on the nature of the assumed relationship, which in turn may assist organisations to retain their talent through

tailoring their CSR behaviour in a way that will encourage employees to remain with the organisation.

Additionally research suggests that a number of other mechanisms might have an influence on the relationship between CSR and VTI, particularly employees' perceived support that they receive from their organisations (Dawley et al., 2010) and the degree to which they are committed to the organisation (Brammer et al., 2007, Steers, 1974**).** This is based on the premise that when employees perceive that their organisation is moral and engages in social acts that not only benefit external stakeholders but employees as well, this creates the view that the organisation not only values employees' contributions but also cares about their wellbeing; and this may lead to employees seeing the organization as more supportive (POS). This may trigger a desire in employees to reciprocate those feelings through greater identification with the organisation and increased commitment to the organisation (OC) (Tumwesigye, 2010), thus, these factors, in turn, may create a situation where employees are less likely to wish to pursue alternative employment (Rhoades & Eisenberger, 2002).

Based on the above discussion, the current study aimed to examine the nature of the relationships between corporate social responsibility (CSR) activities and voluntary turnover intention (VTI) in a sample of employees from various South African organisations; as well as the extent to which perceived organisational support (POS) and organisational commitment (OC) acted as mediators within these relationships. Exploring these relationships, and particularly the proposed mediation, might assist organisations in determining and understanding whether POS and OC can specifically be targeted in order to prevent VTI through CSR activity, which has important implications for organisational practice.

Literature Review

Corporate social responsibility (CSR)

The Oxford Handbook of Corporate Social Responsibility (2008) defines corporate social responsibility as "…community involvement, philanthropic donations, good corporate governance, implementation of green policies and a wide variety of other organisational actions" (as cited in Orlitzky 2011, p. 9). Corporate social responsibility (CSR) represents organisations' desire and commitment to help inspire change in communities and the broader society they operate in and improve the quality of life of both employees and the community (Asemah, Okpanachi, & Edegoh, 2013). In a sense, it represents organisations' commitment to upholding the values of "Ubuntu" and giving back to the community without any expectations of financial gain for the organisation. Although there have been numerous attempts to define the CSR construct over the years, the concept has largely remained unclear and ill-defined to some (Schwartz & Carroll, 2003), however there is a general consensus in the literature that CSR refers to the voluntary activities or initiatives that an organisation takes part in with the general aim of creating positive social change (Hansen et al., 2011). According to Asemah et al. (2013), CSR is about the incorporation of social, economic, and environmental dimensions into business structures and processes.

Carroll (1991) defined CSR as the actions advanced by an organisation for reasons beyond the organisation's direct economic interests or gain. In essence, CSR can be thought of as selfless and altruistic behaviour driven by a genuine concern for employees, the environment, and the general welfare of broader society. Examples of CSR initiatives include: donations to charities, providing a day-care centre for working mothers, conducting in-house programmes for drug abusers, community involvement, efforts to improve employee diversity, and reducing environmental impact (Hansen et al., 2011; Ramsden, 2015; Schwartz & Carroll, 2003). The examples of the scope of CSR initiatives incorporate not only concern for internal stakeholders such as employees and investors, but also reflect the organisation's goal to benefit the broader community and to create a sustainable environment (Hansen et al., 2011; Pitt, 2012; Ramsden, 2015). CSR can therefore encompass three broad dimensions, namely: philanthropic CSR, environmental CSR, and internal CSR.

Philanthropic CSR reflects the organisation's concern for the community and society in general; it represents an organisation's commitment that goes above and beyond what is expected of the organisation (Asemah et al., 2013). Philanthropic activities include the organisation's direct or active involvement in charitable work and helping those in need (Moir, 2001; Pitt, 2012). Environmental CSR represents the organisation's desire to conduct their business operations in an environmentally friendly and sustainable manner; environmental activities often include the organisation's efforts to recycle and promote awareness of the importance of environmentally friendly business practices in order to reduce as much harm as possible (Pitt, 2012). Finally, internal CSR refers to the socially responsible measures taken by the organisation to benefit its employees; this is particularly reflected through organisational policies that aim to uphold social justice and equality on the basis of race, gender, sexual orientation, and disability in the workplace (Hansen et al., 2011; Pitt, 2012; Ramsden, 2015).

Theoretical basis of CSR and perceptions of CSR

A number of theories have been advanced to explain the link between CSR and the organisation. Garrida and Mele (2004) classified these theories into four groups; namely instrumental theories, political theories, integrative theories, and ethical theories.

Instrumental theories view the organisation as an instrument for profit maximization and regard wealth creation as the sole social responsibility of the corporation. Thus any interactions between business and society are driven by an economic motive and, for this reason, the organisation only accepts social responsibility if it is line with sustaining and furthering the organisation's bottom line which is to generate wealth (Garrida & Mele, 2004). These theories propose that social activity is pursued solely for the purpose of gaining competitive advantage and related marketing, which in the long run will generate more profits for the organisation. Thus, as Porter and Kramer (2002) state, investing in charitable activities may be a strategy for the organisation to obtain competitive advantage. Hence these theories are instrumental in that they conceive of CSR as a means to an end.

Political theories, on the other hand, focus on the interactions between the organisation and society and on the power and position of the organisation (Garrida & Mele, 2004). It is suggested that businesses advocate for CSR because they wish to maintain their power. Corporate constitutism, which falls within the political theories, proposes that relationships exist between the state, business, and society (Bottomley, 2007). As such, the organisation is compelled to use its social power responsibly to effect positive social change because if it fails to do so, other organisations might step in to assume this role, which in turn might negatively affect the organisation's reputation (Davis, 1960, as cited in Garrida & Mele, 2004).

The third group of theories proposes integration between business and the demands of society (Garrida & Mele, 2004). Inherent in this theory is the acknowledgement that the existence, growth, and continuity of the organisation is largely dependent on society and, as a consequence, the organisation is compelled to consider its social needs and integrate these to ensure that it operates in accordance with social values (Garrida & Mele, 2004). This integration is facilitated by the implicit social contract underpinning the relationship between the organisation and society; this social contract implies that the organisation is indirectly obligated to society and is expected to assume a role of a corporate citizen (Garrida & Mele, 2004). While these theories acknowledge the importance of taking into consideration social demands, they still fall short in that they merely focus on scanning social demands at a particular time, and thus the organisation's responsibility is limited to specific situations rather than the implementation of long-term CSR policies.

Finally, ethical theories are embedded in an understanding that business and society are bound together by ethical values (Garrida & Mele, 2004). Essentially these theories focus on "the ethical requirements that cement the relationship between business and society" (Garrida & Mele, 2004, p.60). The ethical approach is concerned with upholding and respecting human rights and striving for sustainable development (Pitt, 2012). These theories are not only concerned with balancing the needs of various organisational stakeholders such as suppliers, customers, employees, and the broader community, but are also based on the desire to do the right thing for society (Garrida & Mele, 2004). Thus business should not pose harm

to society however they should also contribute towards alleviating social problems within society.

While it is crucial to understand why organisations pursue socially responsive acts, it is equally important to understand how employees perceive these acts. Research suggests that stakeholder perceptions of CSR, particularly employee perceptions of CSR, might be more significant than the activities and initiatives that the organisation takes part in (Hansen et al., 2011). This is because employees' perceptions form the basis within which decisions, attitudes, and opinions are made, which in turn has a major influence on employee behaviours such as their commitment and turnover intentions. Asemah et al., (2013), Muthaveloo and Rose (2005) and Ramsden (2015), propose that an organisation's ethics plays a major role in employee attitudes and in shaping their behaviours. It is for this reason that these perceptions are specifically targeted in order to maximise the effectiveness of CSR.

Benefits of corporate social responsibility (CSR)

A number of positive outcomes associated with corporate social responsibility (CSR) from a business perspective have been suggested. According to the literature, customers have a preference for goods and services from ethically and socially responsible organisations (Peterson, 2004; Smith, 2001). This is because consumers tend to patronize organisations that are devoted to noble social causes (Hansen et al, 2011). Similarly, it has been suggested that investors prefer to be associated with responsible organisations (Knox & Maklan, 2004). It has been suggested that engaging stakeholders through CSR activity can contribute to innovation (Knox & Maklan, 2004). CSR activities lead to a reduction in operational costs and can lead to more efficiency for the organisation (Asemah et al., 2013). Furthermore, engaging in socially responsible activities may create a safety advantage and enhance reputation, as it increases trust from the consumers' side and the broader community, therefore lowering the likelihood of boycotts and improving employer branding (Knox & Maklan, 2004**)**. It is suggested that all these factors may ultimately contribute to increased profits for the organisation (Hansen et al, 2011; Weber, 2008).

Most importantly in terms of the current study, it has also been reported in the literature that employees are attracted to reputable organisations with strong ethical values (Knox & Maklan, 2004; Weber, 2008); and an association between CSR and increased job satisfaction has also been reported (Valentine, Godkin, Fleischman, & Kidwell, 2011). It has therefore been suggested that CSR activities may have positive effects on employee motivation, recruitment, and retention (Weber, 2008). Researchers have reported that job seekers have a preference for organisations with socially responsible characteristics (Albinger & Freeman, 2000; Greening & Turban, 2000).

Turnover and voluntary turnover intentions

Increasing global competition, shifting markets, and unforeseen events pose a threat to organisations (McCauley & Wakefield, 2006). In order for organisations to remain competitive and overcome these challenges, they require the expertise of talented and dedicated employees (Kerr-Philips & Thomas, 2009). Thus both actual turnover and voluntary turnover intention are major challenges both at the macro (country) and micro (organizational) level (Bothma & Roodt, 2013; Kerr-Philips & Thomas, 2009). Research reports that the shortage of skills impacts negatively on the competitiveness of organisations globally; this is due to the fact that the competitive advantage of any organisation is controlled through its intellectual capital (Mitchell, Holtom, Lee, & Erez, 2001). Yet despite this it appears that few organisations implement strategies meant to retain their talent (Kerr-Philips & Thomas, 2009).

Currently South Africa is experiencing a loss of intellectual and technical personnel as a result of the 'brain drain'; this loss of skilled professionals depletes the pool of talent available in the country and particularly in organisations (Kerr-Philips & Thomas, 2009). Research suggests that turnover does not only impact on an organisation's competitiveness but it also results in great costs for the company associated with the recruitment and training of new employees (Mitchell et al, 2001). It is also reported that turnover has a negative effect on the country's economic and social growth (Kerr-Philips & Thomas, 2009; Mitchell et al., 2001).

Voluntary turnover intention has been variously defined in the literature. Fishbein and Ajzen (1975) conceptualized voluntary turnover intention as an employee's behavioural intention to resign from their current organisation. Voluntary turnover intention therefore represents an employee's willingness or intention to leave their current job based on their own free will (Bothma & Roodt, 2013). It consists of various withdrawal thoughts, including thoughts of quitting, intentions of pursuing alternative employment opportunities, and the actual act of turnover (Carmeli & Gefen, 2005). Voluntary turnover intention is conceived of as the final step in the decision-making process before a person finally leaves the organisation (Bothma & Roodt, 2013).

For the purpose of this study, Tett and Meyer's (1993) definition shall be used. Tett and Meyer (1993) defined voluntary turnover intention as: '… the conscious and deliberate willfulness to leave the organisation' (p. 262, as cited in Bothma & Roodt, 2013, p. 2). What makes turnover intentions a major concern for organisations is the fact that literature has shown that behavioural intentions often translate into actual behaviour, and various studies have found a significant positive relationship between employees' intentions to leave their organisations and actual turnover (Bothma & Roodt, 2013; Bryne, 2005).

Theoretical basis of voluntary turnover intention

A number of theories have been proposed to account for turnover intentions. One of the prominent theories that has been put forward is the Job Demand-Resource model (JD-R) (Bakker & Demerouti, 2006). The original underpinning of this model is that employees hold specific behavioural intentions to voluntarily leave their organisation when they perceive an imbalance between the work demands they are confronted with and the resources they have available. The model suggests that these demands may ultimately lead to burnout and leave employees with no choice but to consider resigning from their organisation and seeking alternative employment (Bothma & Roodt, 2013). Bester (2012) echoed the same sentiments when proposing an indirect relationship between job demands and resources; this line of reasoning suggests that the shortage of resources ultimately stimulates exhaustion and thus creates intentions to leave in an employee.

The theory of fit, on the other hand, traces the cause of voluntary turnover intentions to the fit between the organisation and the employee. The theory postulates that a good fit between employees' career/future plans and values and the organisation's cultural norms and values is a pre-requisite for employee loyalty (Mitchell et al., 2001). It is suggested that a better fit between an employee and the organisation makes it more likely that the employee will feel professionally and personally attached to the organisation and therefore make it less likely that the employee will consider leaving the organisation (Mitchell et al., 2001). Various researchers have confirmed that poorer employee-organisation fit subsequently triggers voluntary turnover intention and actual turnover (Cable & Judge, 1996; Chatman, 1991).

A number of factors have therefore been implicated in the literature as the cause for turnover intentions – these represent a combination of individual characteristics, workplace structure, and environmental conditions (Kerr-Philips & Thomas, 2009). Tumwesigye (2010) proposes that voluntary turnover intention (VTI) results from the need for employees to leave the organisation in order to escape negative experiences in their current jobs and pursue better opportunities that are more rewarding; hence voluntary turnover intention can be reduced or avoided if conditions in the current job situation are improved or made more attractive. A work environment characterized by a lack of opportunities for career development, conflict with colleagues or supervisors, as well as unmet career expectations stimulates intentions of voluntary turnover in employees (Schaufeli & Enzmann, 1998).

Implications of voluntary turnover intentions

The costs and negative consequences of voluntary turnover intentions are numerous and far-reaching for any organisation (Bothma & Roodt, 2013). The loss of skilled and highly qualified personnel may be detrimental to the overall performance of the organisation, due to the disruption to organisational functioning, administration, and the delivery of vital services (Bothma & Roodt, 2013). Turnover and voluntary turnover intentions may also present organisations with increased costs of re-hiring and training of replacement staff (Bothma & Roodt, 2013; Tumwesigye, 2010). The effects of voluntary turnover intentions often extend beyond the organisation itself as these may affect staff morale and lead to increased workload for the remaining employees (Bothma & Roodt, 2013).

CSR as a possible antecedent of VTI

A number of factors have been identified in the literature that makes VTI less likely to occur. These include: high engagement in an organisation, good leadership, and organisational policy that encourages flexible work, participation, autonomy, and multiple opportunities for career mobility (Bothma, 2011; Ngobeni & Bezuidenhout, 2011). However there do not appear to be any studies that have looked at the role of CSR in the prevention of voluntary turnover intention thus far.

Although there are no direct studies that have focused on the role of CSR in preventing VTI, Stewart, Volpone, Avery, and McKay (2011) looked at the effect of ethical climate on turnover intentions and found that turnover intentions were lowest if employees perceived the climate as ethical. Cacioppe, Forster, and Fox (2008) also reported that organisations that are ethically responsible can retain high quality employees and thus reduce voluntary turnover intention**.** Alniacik, Cigerim, Akcin and Bayram (2011) also reported a negative relationship between perceived organizational reputation and turnover intention in a sample of workers from the tertiary education industry. This does suggest that if employees think more of their organisation, they will be less likely to want to leave. In addition, empirical research by Schwepker (1999) indicated that increased ethical conflict resulted in greater intentions to leave the organisation. This finding was also supported by Pettijohn and Taylor (2008), who discovered a significant negative relationship between employee perceptions of organisational ethics and turnover intentions in a sample of sales professionals

The relationship between employee perceptions and their behaviour has been well established in the literature. Evidence suggests that employees infer judgments regarding the activities that their organisation takes part in, and these perceptions often guide not only employees' attitudes but their behaviour as well (Peterson, 2004; Ramsden, 2015). Consequently an organisational culture supported by ethical values and other positive business practices is likely to yield more favourable employee work responses (Valentine et al., 2011). Thus employees who perceive their organisation to be ethical and caring not only towards the external community but towards internal employees as well may be more likely to identify

with the organisation. They may, therefore, be more likely to wish to remain within the organisation rather than wanting to seek alternative employment (Hansen et al., 2011; Stewart et al, 2011). Thus the first aim of this study was to establish whether relationships exist between the various types of CSR and VTI in a sample of South African employees, as well as the nature of these relationships.

Hypothesis 1: Higher perceptions of CSR (philanthropic, environmental, and internal) will be negatively related to voluntary turnover intentions (VTI).

Perceived Organisational Support

Similarly to OC, this study aims to explore the mediating role of perceived organisational support (POS) in the relationship between CSR and VTI.

Various theorists have highlighted that commitment to an organisation is often a result of an exchange relationship between the employer and the employee (O'Driscoll & Randall, 1999). This exchange can take a form of an economic relationship in a sense that an employee is paid for their labor, however research has shown that this type of exchange relationship often extends beyond monetary rewards to include certain expectations that each party holds for another (Aselange & Eisenberger, 2003). This line of thought is strongly grounded in social exchange theory which posits that a series of interactions between two or more parties generally results in certain obligations that may strengthen this relationship. Moreover, in order for this relationship to thrive, the relationship should be mutually beneficial and all the parties involved need to obtain something valuable (O'Driscoll & Randall, 1999).

This phenomenon can be likened to the norm of reciprocity, in that when one party does well the other party is obligated to do good as well. Dawley et al. (2010) suggest that loyalty and dedication are often the key elements exchanged in organisational settings, thus for this relationship to work, employees give their dedication and loyalty to the organisation through increased performance, less absenteeism, and reduced turnover intentions (Rhoades & Eisenberger, 2002). Employers return their dedication and loyalty through fair remuneration and other benefits but also through respecting and valuing employees' contributions as well

as being concerned about their wellbeing (Asalange & Eisenberger, 2005; Houghton, & Bucklew, 2010).

Perceived organizational support (POS) can be defined as the extent to which employees believe that the organisation is concerned about their welfare and values their membership, for instance, an employee's belief that the organisation would accommodate them when they face personal problems or would be forgiving when they make an honest mistake (Rhoades & Eisenberger, 2002). Employees expect their organisation to assume ethical and financial responsibilities towards its agents (employees, customers, and the community) and that these needs will be reflected in its policies, norms, and culture (Rhoades & Eisenberger, 2002). It is suggested that the organizations failure to value employee's contributions and keep promises made to employees is the primary source of dissatisfaction in employees (Asalange & Eisenberger, 2005).

Perceived organisational support (POS) stems largely from employees' tendencies to assign human-like characteristics to organisations (Shore & Shore, 1995). Employees' tendencies to personalize the organization is encouraged by the organisation's legal, moral, and financial responsibility for the actions of its stakeholders, as shown by its policies, norms, and organisational culture (Levinson, 1965, as cited in Asalange & Eisenberger, 2003). Levinson (1965, as cited in Asalange & Eisenberger, 2003) further argues that it is based on this personalization that employees would perceive positive or negative treatment received from the organization as an indication of the extent to which the organization cares about their well-being and appreciates their efforts and contributions. Moreover, POS is likely to increase when the organisation takes voluntary initiatives to support employees as opposed to constraints imposed by government or other external parties (Asalange & Eisenberger, 2003).

Employees generally perceive their organisation as supportive when they see fairness in the allocation of rewards (Dawley et al., 2010), when they work under favorable work conditions, when their supervisors are encouraging (Wayne, Shore, Bommer, & Tetrick, 2002), when they are involved in the decision-making process (Dawley et al., 2010), and, most importantly, when they perceive that the organisation upholds procedural justice. Shore

and Shore (1995) cited procedural justice as a major antecedent of POS; procedural justice generally relates to the fairness of procedural organizational policies and procedures for distributing resources (Greenberg, 1990). Shore and Shore (1995) argue that procedural justice is a result of certain decisions made by the organisation such as fair treatment of all employees, which then accrue to POS. It is these values of fair treatment that CSR, specifically internal CSR, signifies and, as such, high perceptions of CSR will likely increase employee POS and thus make it less likely for employees to develop voluntary turnover intentions (Dawley et al., 2010). POS strengthens employees' beliefs that the organisation cares about them and society. A meta-analytic study conducted by Rhodes and Eisenberger (2002) found that POS was positively related to performance and increased job satisfaction, and negatively related to withdrawal actions such as absenteeism, tardiness, and voluntary turnover intentions. Based on this, it seems sensible to propose that the degree to which the organisation is involved in CSR activity may increase perceptions of organizational support, and this may then reduce voluntary turnover intention**.**

While substantial research has been conducted on POS, there appears to be no research that has specifically examined the potential mediating role of POS in the relationship between CSR and VTI. It is therefore necessary and interesting to explore this line of enquiry.

Hypothesis 2: Perceived organisational support (POS) mediates the relationships between perceived corporate social responsibility (CSR) (philanthropic, environmental, and/or internal) and voluntary turnover intention (VTI).

Organisational Commitment

Hansen et al. (2011) propose that certain relationships between variables might be better explained through some form of mediating mechanism. This study aims to follow this thinking by exploring whether organizational commitment (OC) mediates the relationship between CSR and VTI.

Organisational commitment, as defined by Allen and Meyer (1990), is "the degree in which an employee identifies with a particular organisation and its goals and aspires to maintain membership in the organization" (p. 21, as cited in Brammer et al., 2007, p. 9). Allen and Meyer (1990) conceptualized three forms of organisational commitment: affective commitment, which refers to an individual's emotional attachment to, identification with, and involvement in the organisation; continuance commitment, which refers to the "perceived costs associated with leaving the organisation" (p.21); and normative commitment, which refers to a perceived obligation to remain in the organisation.

The benefits of having a committed workforce are numerous; research reports that high organisational commitment is associated with a vast range of outcomes including high job involvement (the extent to which people identify psychologically with their jobs), increased job satisfaction, and improved performance (Muthaveloo & Rose, 2005; Peterson, 2004; Schwepker, 2001). Research suggests that commitment represents an employee's psychological state that binds them to an organisation thus making it less likely that the employee will want quit their job (Allen & Meyer, 1990; Brammer et al, 2007; Kantor, 2013).A number of studies have found a positive relationship between reduced organisational commitment and increased turnover intentions (Adams, Armen, & Shore, 2001; Jaros, 1997). The negative relationship between affective commitment and voluntary turnover intention was also confirmed in a meta-analytic study by Meyer, Stanley, Herscovitch, and Topolnytsky (2002).

When employees believe that the organization cares about them and society in general, this seems likely to increase their identification and emotional commitment to the organisation, therefore CSR seems likely to influence employees' affective commitment. Cacioppe et al. (2008) proposed that companies that are socially responsible "…attract and retain quality employees because the organisation's values and practices are closely aligned to the values that the individual holds which prompts employees not to consider leaving their current organisations" (p. 689).

It is also to be expected that employees are more likely to be emotionally committed to an organisation with a favorable reputation as well as positive ethical values, and that they may therefore be less likely to want to leave their organisation. Thus the second aim of this study was to establish whether perceptions of CSR influence affective organisational commitment, which in turn reduces voluntary turnover intentions.

Hypothesis 3: Affective organisational commitment (OC) mediates the relationships between perceived corporate social responsibility (CSR) (philanthropic, environmental, and/or internal) and voluntary turnover intention (VTI).

Current study

In light of the above discussion, the objectives of this study were to first establish the nature of the relationships between corporate social responsibility (CSR) and voluntary turnover intention (VTI) in a sample of South African employees and, secondly, to establish whether or not perceived organisational support (POS) and organisational commitment (OC) mediated these relationships.

The literature review above demonstrated that both CSR and VTI have been extensively researched as separate constructs and in conjunction with other variables, however it is evident that little empirical research has been devoted to uncovering the links between these important constructs, as well as possible other factors that might influence these logically proposed relationships, particularly within the South African context. Considering this gap in the literature and the importance of both these constructs in the workplace, it appears obvious that the study of the nature of the relationships between CSR and VTI is not only necessary but is also crucial.

It is increasingly becoming important for organisations to try and create a positive impact on society and to contribute to the overall welfare of not only employees but to the environment as well as the broader community while conducting their business (Asemah et al., 2013). This

particular kind of exploration is particularly pertinent to South African organisations as they face mounting pressure from various stakeholders to incorporate corporate social responsibility in their business strategy as well as ensure the retention of high caliber employees. Furthermore, obtaining an understanding of the links between these variables might assist organisations in tailoring their CSR initiatives in a way that will positively impact on their employees' perceived organizational support and identification with the organisation, which in turn may prevent voluntary turnover intentions among employees (Coetzee & De Villiers, 2010).

Research Questions

1. What is the nature of the relationships between perceived CSR (philanthropic, environmental, and/or internal) enacted by the organization and self-reported employee voluntary turnover intentions (VTI) in a sample of South African employees?
2. Does employees' perceived organisational support (POS) mediate the relationships between perceived CSR (philanthropic, environmental, and/or internal) enacted by the organization and self-reported employee VTI in a sample of South African employees?
3. Does employees' affective organisational commitment (OC) mediate the relationships between perceived CSR (philanthropic, environmental, and/or internal) enacted by the organization and self-reported employee VTI in a sample of South African employees?

Hypotheses

Hypothesis 1: Higher perceptions of CSR (philanthropic, environmental, and internal) will be negatively related to voluntary turnover intentions (VTI).

Hypothesis 2: Perceived organisational support (POS) will mediate the relationships between perceived CSR (philanthropic, environmental, and/or internal) and VTI.

Hypothesis 3: Organisational commitment (OC) will mediate the relationships between perceived CSR (philanthropic, environmental, and/or internal) and VTI.

Chapter 2: Methodology

The following chapter will provide an outline of the research design employed in this study, the sampling strategy used, and the sample obtained. A description of the instruments used to measure the variables and an outline of the procedure employed will be described. The ethical considerations will also be discussed and, finally, an outline of the data analysis techniques employed will be provided.

Research Design

This study utilized a quantitative, non-experimental, cross-sectional, correlational design to explore whether relationships existed between the variables proposed and to identify the nature of these relationships (Babbie & Mouton, 2014). The study was non-experimental as the design lacked the critical elements of an experimental research design which include: manipulation, random assignment, and the presence of a control group. The study was cross-sectional because it was conducted at a single point in time (Babbie & Mouton, 2014).

Correlational designs have been widely criticized for being limited since they do not allow causal relationships to be established. Another general limitation of non-experimental research designs is that because they lack randomization and have no strict contrast or control groups; this makes the research susceptible to confounding variables (Rosnow & Rosenthal, 2005)**.** Despite these shortcomings, correlational research is effective because it affords the researcher deeper insight into how variables relate to each other within the real world environment (Rosnow & Rosenthal, 2005). Correlational research designs are not only easy to implement and carry out but are also time and cost efficient (Rosnow & Rosenthal, 2005). It is important to note that it is difficult to draw conclusions about the general patterns of the population in a cross-sectional research design since such conclusions may be limited to one period of time (Babbie & Mouton, 2014; Ramsden, 2015).

Sample and Sampling

Employees from medium to large South African organisations (conceptualized in this study as employees working in organisations with 30 or more employees) who had access to a computer with Internet connectivity, who were not self-employed, and who performed a variety of jobs were approached to participate in this study. The criteria for participation included that participants were over the age of 18 and met the additional criteria outlined above, otherwise there were no restrictions. This sample was deemed appropriate as it represented actual employees in the real working environment (Ramsden, 2015).

The study employed both non-probability convenient sampling and snowball sampling. Convenience sampling involves accessing participants based purely on their accessibility and willingness to take part in the study; snowball sampling involves collecting data from a few members of the target population that can be accessed and then asking those individuals for information in locating other people they know who might be interested in participating (Babbie & Mouton, 2014). Both of these sampling strategies have been used widely in social research (Babbie & Mouton, 2014). Organisations were first approached to request participation. Access was obtained from one of the organisations approached however due to a low response rate over an extended period of time; snowball sampling was then employed, which included the distribution of both electronic and hard copy questionnaires. No restrictions for participation were included except that employees had to be over the age of 18, employed in a medium to large South African organisation, and had to be willing to volunteer to participate in the study.

The participants approached were predominantly working in administrative roles; this helped to ensure that they had the necessary literacy level to complete the questions in English. Furthermore, employees from a variety of organisations and occupations were approached in order to allow for diversity in employees' views and responses and also to provide a wider representation of the type of corporate social responsibility (CSR) activities taking place in different organisations in contrast to utilizing a sample from a single organization (Ramsden, 2015).

A total of 163 questionnaires were returned, 57 (34.97%) of these were then discarded as they were incomplete. Subsequently the final sample consisted of 106 employees. A description of the final sample can be seen in Table 1 in Appendix A.

Of the total sample of 106 employees, 64 were female (60.4%) and only 42 were male (39.2%). Participants were between the ages of 20 and 60. The sample consisted of participants from racially diverse groups, with the majority of the participants identifying themselves as Black employees (n = 51 (48.1%)), followed by Coloured employees (n = 22 (20.8%)), Indian employees (n = 17 (16.0%)), White employees (n = 15 (14.2%)) and one employee who identified themselves as 'other' (0.9%). 31.1% of the total sample (n = 33) reported being in a relationship, 28.3% (n = 30) were single, and 25.5% (n = 27) were married. 11.3% of the sample (n = 12) were engaged, 0.9% (n = 1) were separated, 0.9% (n = 1) divorced, and 0.9% (n = 1) widowed.

Participants were drawn from a variety of occupations, with the majority of employees occupying administrative positions (n = 35 (33.0%)). These included administrators, clerks, HR officers, and receptionists. This was followed by employees working as consultants (n = 23 (21.7%)), employees in professional roles such as analysts, pharmacists, lecturers, and industrial psychologists (n = 19 (17.9)), employees in managerial positions (n = 14 (13.2%)), and employees in semi-skilled roles including plastic manufacturing and driving (n = 9 (8.5%)).

The sample was also drawn from various industries and fields which made categorizing them into strict types during analysis challenging. The majority of the participants were employed in finance, banking, insurance, and accounting (n= 20 (18.9%)), followed by mining (n = 17 (16.0%)), and retail (n = 13 (12.3%)). An equal number of participants were employed in public safety (n = 10 (9.4%)) and manufacturing logistics and operations (n = 10 (9.4%)). Equal numbers of participants were also employed in information technology (IT) (n = 6 (5.7%)), construction and engineering (n = 6 (5.7%)), marketing, media, and consultancy (n = 6 (5.7%)), and municipal, social services, and non-profit organisations (NGO's) (n = 6 (5.7%)). These were followed by those in the health field (n = 4 (3.8%)) and lastly those in

education (n = 3 (2.8%)). A majority of the participants had no children (n = 39 (36.3%)), closely followed by participants with two to three children (n = 34 (32.1%)), participants with only one child (n = 26 (24.5%)), and lastly those with four or more children (n = 6 (5.7%)).

Instruments

Demographic Questionnaire

A self-developed demographic questionnaire (please see Appendix D) was administered to the respondents for purposes of gathering accurate information about the sample for descriptive purposes and possible additional analyses. Questions solicited information pertaining to participant's age, gender, race, marital status, number of children, occupation, type of industry/field, and job tenure.

Pitt and Siemers' (2012) Perceptions of External CSR and Internal CSR Scales

Pitt and Siemers' (2012 as cited in Pitt, 2012) Perceptions of External CSR and Internal CSR Scales were used to measure employee perceptions of their organisation's CSR activities (please refer to Appendices E, F, and G respectively). The scales measure three facets of CSR, namely, philanthropic CSR, which consists of nine items; environmental CSR, which consists of nine items; and internal CSR which is made up of twenty items (Pitt & Siemers, 2012; Ramsden, 2015).

In each case respondents were asked to respond on a five-point Likert-type scale, ranging from strongly disagree (1) to strongly agree (5). High scores on the scale indicate that the respondent believes that their organisation carries out a high level of CSR activity. Certain items on the scale were reverse scored as appropriate (for the philanthropic subscale, items 4 and 8; for the environmental subscale, items 5 and 8; and for the internal CSR scale, items 5, 10, 15, and 19).

The philanthropic CSR subscale (please see Appendix E) measures employees' perceptions of the degree to which the "business is a good corporate citizen" (Carroll, 1991, p. 42). This includes the organisation's consistent engagement in the promotion of welfare of external

stakeholders, and involves contributing financial resources and corporate time to charitable activities and social issues (Pitt & Siemers, 2012; Ramsden, 2015). The philanthropic component of CSR reflects the way in which the organisation interacts with its surrounding environment as well as its ethical stance towards external stakeholders. In a South African study, the scale displayed a Cronbach Alpha of 0.91 which is indicative of excellent internal consistency reliability (Ramsden, 2015). Example items include: "*I believe my organisation participates in philanthropic\charitable activities"* and *"I think my organisation is actively engaged in helping underprivileged communities*" (Pitt & Siemers, 2012).

The environmental CSR subscale (please see Appendix F) assesses employees' perceptions of their organisation's environmental CSR practices. This includes the organisation's general concern for the environment, actions actively undertaken by the organisation to conduct their business in an environmentally friendly manner, and efforts undertaken to promote environmental sustainability (Pitt & Siemers, 2012; Ramsden, 2015). Example items include: "*I believe my organisation is concerned for the environment"* and *"I feel my organisation has policies which promote environmental sustainability in the workplace".* In a South African study, the scale displayed a Cronbach Alpha of 0.92 which implies an excellent degree of internal consistency (Ramsden, 2015).

The internal CSR scale (please see Appendix G) is a four facet measure (gender, race, sexual orientation, and disability) that generally measures perceptions of the organisation's stance towards internal stakeholders, specifically its employees. This includes actions taken by the organisation to promote gender equity in the workplace, measures taken by the organisation to address issues such as discrimination, and efforts undertaken by the organisation to ensure equality in treatment of all employees irrespective of their race, sexual orientation, or disabilities (Pitt & Siemers, 2012; Ramsden, 2015). In a South African study, the scale displayed a Cronbach Alpha of 0.92 which implies an excellent degree of internal consistency (Ramsden, 2015). Typical items include: "*I believe my organisation promotes gender equality in the workplace*" and "*I believe my organisation ensures that all previously disadvantaged South Africans are given multiple opportunities in the workplace*".

Kantor's (2013) Voluntary Turnover Intention Scale

Kantor's (2013) Voluntary Turnover Intention Scale was used to measure voluntary turnover intention (please see Appendix H). This adapted measure consists of five items; and was developed by Kantor (2013) for use in a South African study. It draws on earlier work by Shore and Martin (1989). The scale has no standard response format as each question is responded to on a different Likert-type response scale. An example item on the scale is: '*If you were completely free to choose, would you prefer or not prefer to continue working for this organisation?',* and the response scale options are: *'Prefer very much to continue working for this organisation'; 'prefer to work here'; 'don't care either way'; 'prefer not to work here';* and *'prefer very much not to continue working for this organisation*' (Shore & Martin, 1989, as cited in Kantor, 2013). In a study conducted in South Africa, Kantor (2013) obtained a Cronbach Alpha of 0.9 for the scale, which implies an excellent degree of internal consistency reliability.

Eisenberger et al.'s (1986) Perceived Organisational Support Scale

Employees' perceptions of organisational support were measured using an 8-item survey of Perceived Organisational Support (please see Appendix I) developed by Eisenberger, Huntington, Hutchison, and Sowa (1986). The survey examines employee's perceptions of the degree to which their organisation cares about their welfare and values their input (Eisenberger et al., 1986; Worley, Fuqua & Hellman, 2009). Respondents answered on a seven-point Likert-type scale ranging from 'strongly disagree (0)' to 'strongly agree (6)', with 'neither agree nor disagree (3)' as the middle option. High scores on the scale indicate high perceptions of organisational support while low scores indicate a low perception of organisational support. Certain items were required to be reversed scored (items 3, 7, 17, and 23). The original form of the scale, the Survey of Perceived Organisational Support (SPOS), consisted of 36 items and had a Cronbach Alpha of 0.97, and a Cronbach Alpha of 0.95 was consistently obtained in a sample of administrative workers (Eisenberger et al., 1986). These estimates are indicative of excellent internal consistency reliability. Rhoades and Eisenberger (2002) argue that "Because the original scale is unidimensional and has high internal

reliability, the use of shorter versions does not appear problematic…" (p.699). An example item is "*The organisation really cares about my wellbeing".*

Mowday & Steers (1979) Organisational Commitment Questionnaire (OCQ)

Mowday and Steers (1979) Organisational Commitment Questionnaire (please see Appendix J) was used to measure employees' commitment to the organisation. The questionnaire consists of 15 items which generally measure employees' affective (attitudinal) commitment, specifically the degree to which an individual is involved in and identifies with their organisation (Mowday & Steers, 1979). Respondents were required to answer on a seven-point Likert-type scale ranging from 'strongly disagree (1)' to 'strongly agree (7)'. An example item is *'I am proud to tell others that I am part of this organisation*'. High scores on the scale indicate high affective commitment whilst low scores indicate a low affective commitment to the organisation. Items 3, 7, 9, 11, 12, and 15 are reverse-scored. Cronbach Alphas of 0.88 and 0.90 were obtained for the scale in samples of public employees and bank employees respectively, which indicates good to excellent internal consistency reliability (Mowday & Steers, 1979). The scale has also been administered in South African samples where Cronbach Alphas for the total scale were reported to be 0.90 and 0.89 indicating excellent internal consistency reliability (Kantor, 2013).

Procedure

After obtaining ethics approval from the University of the Witwatersrand Human Research Ethics Committee (Non-Medical) (Protocol Number MORG/16/001 IH; please see appendix K), numerous organisations were approached in order to gain access to their employees to conduct this research. The purpose and aims of the study were duly explained to the organisations approached and all ethical concerns and implications were addressed and explained in the formal access request letter (please see Appendix C). Although a number of organisations were approached, obtaining access proved difficult and was not granted for a substantial period of time making it necessary to resort to snowball sampling in order to obtain enough responses for analysis.

A survey was created in Lime Survey (an electronic data collection platform) for participants to complete. The electronic survey consisted of the self-constructed demographic questionnaire (please refer to appendix D), the philanthropic, environmental and internal CSR scales (please see Appendix E, F & G), the Voluntary Turnover Intention (VTI) scale (please see Appendix H), the Perceived Organisational Support (POS) scale (please refer to Appendix I) and the Organisational Commitment (OC) scale (please refer to Appendix J). The link to the online questionnaire, along with the participant information sheet (please see Appendix B**)** was distributed to as many people as possible known to the researcher. The link was also posted on various social network sites, including LinkedIn and Facebook. Those who received the link were kindly asked to pass the invitation and questionnaire link on to as many people as possible who might be interested in participating and who worked in a medium or large organisation.

While snowball sampling was underway, organisational access was ultimately granted. Although a number of organisations were approached, only one of the organisations approached granted access, and this was done via email. Following the access approval the administrative personnel of the organisation were approached and invited to participate in the study. It was emphasized in the participant information sheet (please see Appendix B) that participation was completely voluntary and that employees would not be disadvantaged in any way for non-participation or participation; that no incentives or benefits would be provided in exchange for participation; and that all responses would be anonymous. An email was sent to a relevant person within the organisation who volunteered to distribute it to other staff members within the organisation within various departments. The email contained the link to the electronic questionnaire and the participant information sheet explaining the purpose of the study, the voluntary nature of the study, and the confidentiality and anonymous nature of the responses (please see Appendix B). Participants were kindly asked to complete the questionnaire within a period of two to three weeks from when they were initially approached to participate.

Although organisational access was granted and snowball sampling was used, the response rate remained poor for a substantial period of time. As a result, it became necessary to distribute hard copy questionnaires to potential participants from the organisation that granted

access. Hard copy questionnaires with the participant information sheet attached were left in a sealed box in a central location within the organisation for employees to take and complete in their free time or at home. It was stipulated in the participant information sheet that participants were asked to compete and return the questionnaire to a sealed box in the same central location within a timeframe of two to three weeks from the day they collected the questionnaire, thus ensuring their anonymity.

Upon obtaining a sufficient number of responses, scoring and evaluation of the questionnaires began and the appropriate statistical analysis techniques were conducted on the data.

Ethical Considerations

Permission to conduct this research was obtained from the University of the Witwatersrand Human Research Ethics Committee (Non-Medical) (protocol number: MORG/16/001 IH; please see Appendix K). The consideration of ethical concerns in the planning and carrying out of research is considered a critical matter (Kantor, 2013), and as such this research sought to address these.

A major tenet of any research ethics is that participation must be voluntary (Babbie & Mouton, 2014) - this entails participants consenting to participate in the research. In order to ensure this a participant information sheet inviting employees to participate in the study (please see Appendix B) was distributed to all potential participants detailing the purpose of the study and the voluntary nature of participation. It was stressed that participation was entirely voluntary and that no incentives or benefits would be provided in exchange for participation; it was also emphasized that there were no foreseeable risks involved in participating in the research. The participant information sheet also contained the contact details of both the researcher and the supervisor in the event that participants had queries. The access and submission of the online questionnaire or the return of the completed hard copy questionnaire to a sealed box in a central location was considered as informed consent to participate in this study.

Participant's anonymity and confidentiality was ensured by not asking participants to fill in their names or any identifying information anywhere on the online or hard copy questionnaires. No IP addresses were recorded, hard copy questionnaires were returned anonymously to a sealed box in a central location, and the organisation in which data was collected remained unnamed. Data was also not analyzed based on the organisation in which the participant was employed. Participants were also informed of their right to withdraw from the study at any point up to the point of submitting the questionnaires.

No deception was used in this study. Participants were informed in the participant information sheet that no individual feedback would be provided as the data was anonymous, however a summary of the overall findings of the research would be provided should the participants request it. Contact details of both the researcher and the supervisor were also provided. The data was stored in a secure location (in a pass-word protected computer and a locked cupboard for hard copies) and all data was converted to electronic form by the researcher. Only the researcher and the supervisor had access to the electronic spreadsheet. Participants were informed that after completion of the study the electronic data would be kept indefinitely.

Data Analysis

Once a sufficient number of responses was obtained, data analysis began. Statistical analyses were used because all the measures used for the variables of corporate social responsibility, perceived organisational support, organisational commitment, and voluntary turnover intention, were quantitative.

Descriptive statistics were run on the data to examine the frequencies of the demographic variables in the sample. The means and standard deviations were computed where appropriate (i.e. if the variable was continuous) (Howell, 2011). Normality checks were also run on the data to ensure that parametric assumptions were not violated. Histograms were generated and skewness and kurtosis coefficients were calculated for each of the main

variables (the three types of corporate social responsibility, organisational commitment, perceived organisational support, and voluntary turnover intentions) to determine whether the variables were normally distributed (Howell, 2011). Data is generally considered normally distributed when skewness coefficients fall between -1 and 1 and when the kurtosis value lies between 3 and -3 (Brase & Brase, 2014). Based on the histograms generated and the skewness and kurtosis coefficients that were obtained, it was established that the data sufficiently followed a normal distribution except for one of the CSR subscales. The philanthropic corporate social responsibility scale (Phil CSR) was slightly skewed according to the skewness coefficient however the kurtosis value and the histogram suggested that it was still sufficiently normally distributed to meet the requirement for parametric analysis. In addition, the sample size for this study was fairly large (n = 106) and therefore, based on the Central Limit Theorem (CLT) which proposes that a sample size greater than 30 participants is considered sufficient for data to be considered to follow a normal distribution (Brase & Brase, 2014), normality was assumed and thus parametric analyses were conducted on the data.

The internal consistency reliabilities of all the scales (the CSR scales, the POS scale, the OC scale, and the VTI scales) were estimated using Cronbach Alpha Coefficients (Murphy & Davidshofer, 2005). Internal consistency reliability is the most commonly reported type of reliability and it is suitable for most test response formats; it determines the degree to which each item on the scale is related with the other items (Murphy & Davidshofer, 2005). It estimates reliability by using both the number of items in the scale as well as the inter-item correlation using an appropriate formula (Murphy & Davidshofer, 2005). The Cronbach Alpha Coefficient is a value that ranges from 0 to 1 and scores above 0.7 are generally considered acceptable (Murphy & Davidshofer, 2005).

Pearson's Correlation coefficients were calculated in order to determine the nature of the associations between philanthropic, environmental, and internal corporate social responsibility, perceived organisational support, organisational commitment, and voluntary turnover intentions. Pearson's correlation coefficient ranges from -1 to 1 and it is regarded as the measure of the strength of the relationship between two variables (Howell, 2011). A

Pearson's correlation coefficient of +1 is indicative of a perfect positive linear relationship while a correlation coefficient of -1 indicates a perfect negative linear relationship between the variables, therefore the closer the correlation coefficient is to 1 the stronger the relationship between the variables and conversely the closer the correlation coefficient is to 0, the weaker the relationship between the variables is (Gravetter & Wallnau, 2009**)**. A positive relationship indicates the two variables move in the same direction, thus when one variable increases the other increases, similarly when one variable decreases the other variable also decreases, a negative relationship entails that the variables are moving in an opposite direction and therefore when one variable increases the other decreases and vice versa (Gravetter & Wallnau, 2009**).** For the purpose of this study, statistical significance was identified if the p-value was 0.05 or less.

To test for the possible mediating effects of organisational commitment and perceived organisational support in the relationships between corporate social responsibility and voluntary turnover intention, multiple regressions using Baron and Kenny's (1986) approach to mediation were performed on the data. According to Howell (2011), multiple regression looks at how two or more predictors (IVs) influence a single dependent variable (DV). The mediation analysis was carried out in line with the steps outlined by Baron and Kenny (1986). They proposed that four conditions that need to be met when establishing mediation, as below:

1. **The independent variable (IV) must predict the dependent variable (DV)**
   A series of simple regression analyses were carried out to confirm that the proposed independent variable for each mediation model (philanthropic, environmental, and internal CSR) did predict the proposed dependent variable (voluntary turnover intention). A simple regression is utilized when one needs to determine the effect of one variable (IV) on another variable (DV), and is used when there is only one IV and one DV (Howell, 2011).

2. **The independent variable (IV) must predict the mediator**
   A series of simple regression analyses were carried out to confirm that the proposed independent variable for each mediation model (philanthropic, environmental, and

internal CSR) did predict the proposed mediators (organisational commitment and perceived organisational support).

3. **The mediator must predict the dependent variable (DV)**

   A series of simple regression analyses were carried out to confirm that the proposed mediator for each mediation model (organisational commitment and perceived organisational support) did predict the proposed dependent variable (voluntary turnover intentions).

4. **The effect of the independent variable (IV) on the dependent variable (DV) should be reduced to non-significance when the mediator is included within the model**.

   A series of multiple regression analysis were carried out in order to achieve this step. Multiple regression was the appropriate analysis as there were two or more predictor variables included in the regression (Burns & Burns, 2008). Combinations of the proposed independent variables (philanthropic, environmental, and internal CSR) and proposed mediator variables (organisational commitment and perceived organisational support) were entered simultaneously into the regression equation to assess whether the inclusion of the mediator meant that the independent variable no longer predicted the proposed dependent variable (voluntary turnover intention).

Depending on the results obtained, the relationship between the IV and DV in a mediator model can be either partially or fully mediated by the proposed mediator (Baron & Kenny, 1986). Full mediation occurs when the effect of the IV on the DV becomes non-significant when the mediator is included. Partial mediation, on the other hand, results when both the IV and the mediator remain as significant predictors of the DV (i.e. the significant effect of the independent variable remains unchanged) (Baron & Kenny, 1986; Hayes, 2013).

Multicollinearity diagnostics were also calculated in order to ensure that none of the predictors included in the multiple regression were too highly/strongly correlated with each other (Huck, 2012). The presence of closely correlated independent variables in a multiple regression can be highly problematic. To determine multicollinearity, the tolerance value, the

variance inflation factor (VIF), and the condition index can be used. Tolerance values below 0.4 and VIF values not greater than 10 generally indicate the absence of multicollinearity; furthermore the condition index must not be greater than 30 (Lomax & Hahs-Vaughn, 2013, as cited in Ramsden, 2015).

Chapter 3: Results

The following chapter presents the statistical results of the analyses conducted on the data obtained for this study. IBM SPSS version 22 (IBM Corp, 2013) was used to produce these results.

Reliabilities

The Cronbach Alpha Coefficients of all the scales and subscales were calculated in order to establish the internal consistency reliabilities of the measures used in the study. Table 2 below presents an outline of the Cronbach Alpha Coefficients obtained.

Table 2

Internal consistency reliability of the scales used to measure the main variables

	Number of items	**Cronbach's Alpha**
Philanthropic CSR	9	.883
Environmental CSR	9	.890
Internal CSR	20	.942
Voluntary Turnover Intention	5	.911
Perceived Organisational Support	8	.916
Organisational Commitment	15	.914

As shown in *Table 2* above, all of the scales and their respective subscales employed in this study displayed very high or excellent internal consistency reliabilities (Murphy & Davidshofer, 2005). The Alpha coefficients obtained ranged from .88 to .94, suggesting that all the scales and subscales were internally consistent and therefore reliable.

Descriptive Statistics and Normality

Descriptive statistics (means, standard deviations, ranges, skewness estimates, and kurtosis values) were calculated in order to establish the levels of corporate social responsibility (CSR), voluntary turnover intention (VTI), perceived organisational support (POS), and

organisational commitment (OC) demonstrated by the sample in the study. *Table 3* below presents the descriptive statistics for the main variables.

Table 3

Descriptive statistics for the main variables

	N	Mean	Std. Dev.	Min.	Max.	Skewness	Kurtosis
Philanthropic CSR	106	34.4	6.36	11	45	-1.223	2.517
Environmental CSR	106	32.0	7.28	12	44	-0.850	0.135
Internal CSR	106	75.7	14.4	31	100	-0.794	0.379
Voluntary Turnover Intention	106	12.8	5.68	5	25	0.547	-0.810
Perceived Organisational Support	106	40.8	10.4	8	56	-0.677	-0.133
Organisational Commitment	106	76.2	17.9	25	105	-0.826	0.039

The results in Table 3 and the histograms in Appendix L indicated that the levels of philanthropic CSR as reported by the sample were slightly high (M = 34.4; SD = 6.36). This was mainly due to a very few participants reporting low levels of philanthropic CSR, while the rest of the participants generally reported fairly high levels of philanthropic CSR. In contrast, levels of environmental CSR (M = 32.0; SD = 7.28) and levels of internal CSR (M = 75.5; SD = 14.4) appeared to be fairly average, with very few participants reporting extremely low or high levels of these types of CSR.

Levels of voluntary turnover intention (M = 12.8; SD = 5.68) and levels of organisational commitment (M = 76.2; SD = 17.9) also appeared to be roughly average in the sample, although a few low values were reported for organisational commitment. In contrast, levels of perceived organisational support were slightly high (M = 40.8; SD = 10.4).

In order to determine whether parametric analyses could be conducted on the data to answer the research questions, it was paramount to check whether the data followed a sufficiently normal distribution (Howell, 2011).

Table 3 above demonstrate that the skewness coefficients for all the scales and the respective subscales except for philanthropic CSR lay within the -1 to 1 range, indicating that the data was relatively normally distributed **(**Brase & Brase, 2014**).** All of the kurtosis values were within the range of -3 to 3, indicating that the data was not highly skewed (Groenewald & Meeden, 1984). The histograms for each scale and subscale (please see Appendix L) also confirmed that the data was sufficiently normally distributed thus suggesting that parametric analyses could be conducted on the data (Howell, 2011). Although the skewness coefficient for philanthropic CSR was above the recommended limit, the histogram and kurtosis estimate suggested that the variable was not highly skewed and, following expert advice, it was decided that the variable was still acceptable for use within parametric analyses. Furthermore the Central Limit Theorem (CTL) states that a sample size larger than thirty is considered sufficient for data to approach normal distribution (Brase & Brase, 2014). The sample size obtained for this study was fairly large (n = 106), therefore the requirement for a normal distribution to be assumed was met. The information above suggested that the data was sufficiently normally distributed for parametric analyses to be carried out.

Relationships between corporate social responsibility and voluntary turnover intention

The analysis that follows was conducted in order to determine whether there were relationships between corporate social responsibility and participants self-reported voluntary turnover intention, and to determine the nature of these relationships. Pearson's Correlation Coefficients were calculated between the three CSR subscales and the VTI scale. The results are presented in *Table 4* below.

Table 4

Relationships between corporate social responsibility and voluntary turnover intention (n=106)

	Philanthropic CSR	**Environmental CSR**	**Internal CSR**
Voluntary	-0.530	-0.586	-0.701
Turnover Intention	0.000	0.000	0.000

The correlation matrix in *Table 4* indicates that all of the CSR subscales, philanthropic CSR (r = -.53, p < 0.001), environmental CSR (r = -.59, p < 0.001) and internal CSR (r = -.70, p <

0.001), were significantly and negatively related to self-reported voluntary turnover intention. The relationships between philanthropic CSR and voluntary turnover intention and environmental CSR and turnover intention were moderate, while the relationship between internal CSR and voluntary turnover intention was strong. these findings suggest that while philanthropic and environmental CSR do relate to VTI, the strongest relationship is with internal CSR, which specifically reflects how people feel the company treats its employees – in other words, how people feel the company treats other employees in the company and the extent to which the company addresses internal CSR (redress, gender equity, non-discrimination) has a stronger association with them not wanting to leave than how they perceive the company treats others or the environment. As expected, all the relationships were found to be negative, indicating that higher levels of CSR were associated with lower levels of voluntary turnover intention.

Relationships between corporate social responsibility, perceived organisational support, and organisational commitment

Pearson's Correlation Coefficients were also calculated in order to establish whether the three CSR subscales were related to participants' reported perceived organisational support and organisational commitment, and the nature of these relationships.

Table 5

Relationships between corporate social responsibility, perceived organisational support, and organisational commitment (n=106)

	Philanthropic CSR	**Environmental CSR**	**Internal CSR**
Perceived	0.465	0.599	0.737
Organisational Support	0.000	0.000	0.000
Organisational	0.631	0.601	0.726
Commitment	0.000	0.000	0.000

Table 5 above indicates that both the philanthropic CSR (r = .46, p < 0.001) and the environmental CSR subscales (r = .59; p < 0.001) were significantly, positively, and moderately related to perceived organisational support; while the internal CSR subscale (r = .73, p < 0.001) was significantly, positively, and strongly related to employees' perceived

organisational support. These results indicate, as expected, that higher perceptions of corporate social responsibility were associated with higher levels of perceived organisational support.

Table 5 above also shows that all three of the CSR subscales, philanthropic CSR ($r = .63$; $p < 0.001$), environmental CSR ($r = .60$, $p < 0.001$), and internal CSR ($r = .72$; $p < 0.001$), were significantly and positively related to organisational commitment, indicating that higher levels of perceived CSR were associated with greater levels of commitment to the organisation. The relationships between philanthropic CSR and organisational commitment and environmental CSR and organisational commitment were moderate, while the relationship between internal CSR and organisational commitment was strong.

Relationships between voluntary turnover intention, perceived organisational support, and organisational commitment

Pearson's Correlation Coefficients were also calculated to determine whether employees' perceived organisational support and self-reported organisational commitment were related to voluntary turnover intention, and to determine the nature of these relationships. *Table 6* below presents the results for these correlations.

Table 6

Relationships between perceived organisational support, organisational commitment, and voluntary turnover intention (n=106)

	Voluntary Turnover Intention	**Organisational Commitment**
Perceived	-0.703	0.825
Organisational Support	0.000	0.000
Organisational	-0.761	1.000
Commitment	0.000	-

As evident in *Table 6*, perceived organisational support ($r = -.70$; $p < 0.001$) was significantly, negatively, and strongly related to voluntary turnover intention. This indicates

that higher perceptions of organisational support were related to lowered intentions of voluntary turnover in employees, as expected. The relationship between organisational commitment and voluntary turnover intention (r = -.76; p < 0.001) was also found to be significant, negative, and strong. This implied, as expected, that increased commitment to the organisation was associated with lowered voluntary turnover intention. Also as expected, the relationship between perceived organisational support and organisational commitment was significant, positive, and very strong (r = -.83; p < 0.001), indicating that employees' perceptions of support from their organisation were strongly linked to their feelings of affective commitment to the organisation.

Mediation Models

A series of simple and multiple regressions were conducted in order to establish whether perceived organisational support and organisational commitment mediated the relationships between the various forms of corporate social responsibility and voluntary turnover intention. This method was used as the sample size (n = 106) was not suitable for more complex analyses often used to establish mediation (for example, structural equation modeling) (Howell, 2011).

Baron and Kenny's (1986) steps were therefore followed when carrying out the analyses to establish if mediation occurred; the results of the combinations are presented below. The following steps were conducted:

1. The direct effect of the predictor (IVs) on the outcome (DV) was determined, i.e. the degree to which philanthropic, environmental, and internal CSR predicted voluntary turnover intention was established.
2. The direct effect of the predictors (IVs) on the mediators was determined, i.e. the extent to which philanthropic, environmental, and internal CSR predicted perceived organisational support and organisational commitment was established.
3. The direct effect of the mediators on the outcome (DV) was determined, i.e. the extent to which perceived organisational support and organisational commitment predicted voluntary turnover intention (DV) was established.
4. Finally, the extent to which the mediators and the predictors (IVs) predicted the outcome (DV) when entered simultaneously into the mediation model was determined, i.e. the extent to which philanthropic, environmental, and internal CSR

continued to predict voluntary turnover intention when entered into the same equations as perceived organisational support and organisational commitment was established (Baron & Kenny, 1986).

STEP 1: IV-DV

Table 7

Prediction of VTI by CSR

		R	R^2	Sig.	B	t	p value	Tol.	VIF	C.I.
Phil. CSR	**VTI**	.530	.281	0.000	-0.530	-6.377	0.000	1.000	1.000	10.965
Env. CSR	**VTI**	.586	.344	0.000	-0.586	-7.381	0.000	1.000	1.000	8.952
Int. CSR	**VTI**	.701	.491	0.000	-0.701	-10.025	0.000	1.000	1.000	10.647

As evident in *Table 7* above, voluntary turnover intention was significantly and negatively predicted by all of the CSR subscales – philanthropic CSR (B = -0.53; $p < 0.001$), environmental CSR (B = -0.59; $p < 0.001$), and internal CSR (B = -0.70; $p < 0.001$). This indicated that voluntary turnover intentions could be predicted based on all three dimensions of CSR, therefore fulfilling the first condition for mediation (Barron & Kenny, 1986).

STEP 2: IV-MED

Table 8

Prediction of the potential mediator perceived organisational support (POS) by CSR

		R	R^2	Sig.	B	t	p value	Tol.	VIF	C.I.
Phil. CSR	**POS**	.465	.216	0.000	0.465	5.352	0.000	1.000	1.000	10.965
Env. CSR	**POS**	.599	.359	0.000	0.599	7.626	0.000	1.000	1.000	8.952
Int. CSR	**POS**	.737	.543	0.000	0.737	11.127	0.000	1.000	1.000	10.647

From *Table 8* above, it is evident that perceived organisational support was significantly predicted by all three CSR dimensions, namely philanthropic CSR (B = 0.47; $p < 0.001$),

environmental CSR (B = 0.60; p < 0.001), and internal CSR (B = .74; p < 0.001). This indicated that all three dimensions of CSR could be used to predict perceived organisational support, therefore fulfilling the second condition for mediation (Baron & Kenny, 1986).

Table 9

Prediction of the potential mediator organisational commitment (OC) by CSR

		R	R^2	Sig.	B	t	p value	Tol.	VIF	C.I.
Phil. CSR	**OC**	.631	.398	0.000	0.631	8.291	0.000	1.000	1.000	10.965
Env. CSR	**OC**	.601	.361	0.000	0.601	7.660	0.000	1.000	1.000	8.952
Int. CSR	**OC**	.726	.526	0.000	0.726	10.750	0.000	1.000	1.000	10.647

Table 9 above indicates that all three CSR dimensions - philanthropic CSR (B = 0.63; p < 0.001), environmental CSR (B = 0.60; p < 0.001), and internal CSR (B = 0.73; p < 0.001) - significantly predicted organisational commitment. This confirmed that organisational commitment was predicted by all three dimensions of CSR, therefore fulfilling the second condition for mediation (Baron & Kenny, 1986).

STEP 3: MED-DV

Table 10

Prediction of voluntary turnover intention by the potential mediators (POS and OC)

		R	R^2	Sig.	B	t	p value	Tol.	VIF	C.I.
POS	**VTI**	.703	.494	0.000	-0.703	-10.082	0.000	1.000	1.000	7.994
OC	**VTI**	.761	.579	0.000	-0.761	-11.965	0.000	1.000	1.000	8.651

As shown in *Table 10*, both perceived organisational support (B = -0.70, p < 0.001) and organisational commitment (B = -0.76; p < 0.001) significantly, negatively, and strongly predicted voluntary turnover intention. This indicated that both perceived organisational support and organisational commitment predicted voluntary turnover intention, therefore fulfilling the third condition for mediation (Baron & Kenny, 1986).

STEP 4: MEDIATION

Table 11

Mediation of the relationships between the three CSR dimensions and VTI by POS

		R	R^2	Sig.	B	t	p value	Tol.	VIF	C.I.
Model	**Phil. CSR**	.740	.547	0.000	-0.259	-3.465	0.001	0.784	1.275	9.473
One	**POS**				-0.582	-7.778	0.000	0.784	1.275	13.563
Model	**Env. CSR**	.733	.537	0.000	-0.258	-3.078	0.003	0.641	1.559	9.749
Two	**POS**				-0.549	-6.554	0.000	0.641	1.559	11.929
Model	**Int. CSR**	.753	.567	0.000	-0.400	-4.173	0.000	0.457	2.190	9.766
Three	**POS**				-0.408	-4.254	0.000	0.457	2.190	16.813

Table 11 above indicates that perceived organisational support partially mediated the relationships between all three dimensions of corporate social responsibility and voluntary turnover intention. Specifically, philanthropic CSR (B = -0.26; $p < 0.01$), environmental CSR (B = -0.26; $p < 0.01$), and internal CSR (B = -0.40; $p < 0.001$) all remained as significant predictors of voluntary turnover intention even when perceived organisational support was included in the regression model, implying that perceived organisational support acted as a partial mediator of these relationships (Baron & Kenny, 1986). A partial mediation occurs when both the IV and the mediator remain significant after adding them to the model together (Baron & Kenny, 1986).

Table 12

Mediation of the relationships between the three CSR dimensions and VTI by OC

		R	R^2	Sig.	B	t	p value	Tol.	VIF	C.I.
Model	**Phil. CSR**	.764	.583	0.000	-0.083	-1.015	0.313	0.602	1.661	10.595
Four	**OC**				-0.709	-8.645	0.000	0.602	1.661	15.013
Model	**Env. CSR**	.778	.605	0.000	-0.202	-2.611	0.010	0.639	1.564	10.374
Five	**OC**				-0.640	-8.263	0.000	0.639	1.564	12.150
Model	**Int. CSR**	.791	.626	0.000	-0.314	-3.590	0.001	0.474	2.111	10.497
Six	**OC**				-0.533	-6.088	0.000	0.474	2.111	16.614

As shown in *Table 12* above, organisational commitment fully mediated the relationship between philanthropic corporate social responsibility and voluntary turnover intention (philanthropic CSR: B = -0.08; p = *NS*; organisational commitment: B = -0.71; $p < 0.001$). This was indicated by philanthropic corporate social responsibility becoming a non-significant predictor of voluntary turnover intention when organisational commitment was included in the regression model (Baron & Kenny, 1986)**.** Organisational commitment also partially mediated the relationships between environmental CSR (B = -0.20; $p < 0.05$) and VTI, and between internal CSR (B = -0.20; $p < 0.05$) and VTI. This was shown as these variables remained as significant predictors of voluntary turnover intention even when organisational commitment was included in the regression model (Baron & Kenny, 1986).

Multicollinearity

In order to ensure that multicollinearity was not a problem, it was imperative to inspect the tolerance values, the variance inflation factors (VFIs), and the condition indices for each step of the mediation. All of the tolerance values were safely within the 0.4 limit indicating that multicollinearity did not pose a problem (Lomax & Hahs-Vaughn, 2013). Similarly the VIF values fell within the acceptable range with none of the values exceeding 10 and all relatively close to 1 (Coumarbatch, Robinson, Thomas, & Bridge, 2010). The condition indices were also all less than 30 indicating that multicollinearity was not problematic in all of the regression models (Lomax & Hahs Vaughn, 2013). Given the above statistics, it is evident that multicollinearity was not a concern for the mediation models calculated above.

Chapter 4: Discussion

The study of corporate social responsibility (CSR) and voluntary turnover intention (VTI) as distinct constructs has been widely written about, and both of these constructs have also been looked at in conjunction with a number of other variables, including financial success (Hansen et al., 2011; Peterson, 2004), employee motivation (Weber, 2008), job satisfaction (Valentine et al., 2011), and organizational commitment (Valentine et al., 2011). However there appears to be little research focusing on how these two distinct and equally important constructs are linked, particularly within the South African context. Furthermore it can be argued that other mechanisms might have an influence on the relationship between CSR and VTI, such as the degree to which employees are committed to their organisation and their perceived organisational support (O'Driscoll & Randall, 1999). While this seems like a logical theoretical proposition, it appears that this line of inquiry has not been widely explored empirically yet.

The overall objective of the current study was therefore to determine whether there were relationships between various dimensions of corporate social responsibility (CSR) and voluntary turnover intention (VTI) as experienced in a sample of employees from various South African organisations, as well as to establish the nature of these relationships. The present study also sought to determine whether these proposed relationships could be mediated by perceived organizational support (POS) and organisational commitment (OC). The following section aims to provide a discussion of the results obtained in the analyses in reference to relevant literature, strengths and limitations of this study will also be duly highlighted and possible directions for future research will be provided.

Contextualizing the findings

It was imperative to take into consideration the organisational context of the research study in order to fully understand the findings that were produced by this study. This research was conducted at one organisation that gave permission for the research to be carried out; this organisation was located largely within the mining industry. An additional snowball sample was also obtained for this research using social media platforms such as Facebook and LinkedIn; this was done in order to increase the overall sample size obtained. The final

sample that was used for this study therefore consisted of employees from racially diverse groups.

All research questionnaires were sent via the internet to the South African organisation that gave organisational access as well as to the snowball sample; additionally hard copy questionnaires were also distributed both to a snowball sample as well as to the organisational sample. The initial number of questionnaires returned or submitted was 163 questionnaires, however 57 of these questionnaires were then discarded as they were incomplete and did not provide sufficient responses for the corporate social responsibility questionnaire, the survey of perceived organisational support, the organisational commitment questionnaire, or the voluntary turnover intention questionnaire, or a combination of these. This could have been a result of the fact that employees might not have felt comfortable with disclosing their feelings with regards to their intentions to leave the organisation because of fear of losing their jobs if this was to come out; even though it was clearly emphasized that the information would remain anonymous and only the researcher and the research supervisor would have access to it. Subsequently a final sample of 106 employees was obtained whose responses were sufficient. The majority of the final sample was Black (48%), female (60.4%), employed in administrative positions (33.0%), and employed in the finance, banking, insurance, and accounting field (18.9%).The sample was drawn from a South African context and the varied nature of the industries and occupational fields could assist with establishing the applicability of the findings across a wider range of job types and employers, however the sample size was small, and the types of employees represented was slightly limited, and this did reduce the generalizability of the research findings.

Key variables in the study

The study made use of histograms and descriptive statistics in order to establish the levels of corporate social responsibility (CSR), voluntary turnover intention (VTI), perceived organisational support (POS), and organisational commitment (OC) reported by the sample. Levels of corporate social responsibility (CSR) were fairly average, particularly philanthropic and environmental CSR. Levels of internal CSR appeared to be slightly higher than those of the other two CSR dimensions; this could be attributed to the fact that individuals are particularly perceptive of what happens in their immediate environment and context as

compared to initiatives conducted by the organisation for parties external to the organisation (Hansen et al., 2011; Pitt, 2012; Ramsden, 2015). This might be the reason why slightly higher scores were observed for internal CSR.

This could also possibly be linked to the importance of fair legislative practices that employees expect at work, particularly since these provisions are catered for in the South African constitution, the Employment Equity Act (Republic of South Africa, 1998), and other transformational policies such as Black Economic Empowerment (BEE) (Republic of South Africa, 2014) and Affirmative Action (Republic of South Africa, 1998). These policies were introduced as part of governments' effort to redress past racial inequalities and to discourage discrimination and unfair labor practices based on sex, age, race, marital status, ethnic origin, HIV status, sexual orientation, and disability, all of which are important aspects of what internal CSR aims to address (Badat, 2012; Hansen et al., 2011; Pitt, 2012; Ramsden, 2015). It is also a possibility that internal CSR was particularly important for this particular sample given the fact that the majority of the sample identified as groups that were historically victims of past inequalities; this includes individuals who identified themselves as Black, Coloured, and Indian. The importance of values promoted by internal CSR might be the reason that employees tend to perceive it more than they perceive external CSR (Badat, 2012; Ramsden, 2015).

Levels of voluntary turnover intention (VTI) appeared to be average and levels of perceived organisational support (POS) were also roughly average; with levels of organisational commitment (OC) being slightly higher. This might be due to the fact that the sample was quite diverse so a reasonably normal distribution of responses was to be expected**.**

Relationships between the key variables

Relationships between employee perceptions of corporate social responsibility and reported voluntary turnover intention

The first primary objective of this study was to determine the nature of the relationships between perceived corporate social responsibility (CSR), which consisted of three

dimensions (philanthropic, environmental, and internal), and employee self-reported voluntary turnover intention (VTI). Based on the review of the relevant literature, it was hypothesized that higher perceptions of philanthropic, environmental, and internal corporate social responsibility would be negatively related to voluntary turnover intentions (**Hypothesis1**). An examination of the aforementioned relationships revealed that the three dimensions of CSR were significantly and negatively related to VTI. This indicated that for the sample obtained for this current study, higher perceptions of philanthropic, environmental, and internal CSR were related to a reduced likelihood of employees reporting or holding VTI.

These findings have important implications as they suggest that employees' perceptions of their organisation's CSR activities lower the likelihood of them holding voluntary turnover intentions. This is consistent with findings from other authors who argue that CSR initiatives decrease employee voluntary turnover and increase intentions to stay (Knox & Maklan, 2006; Hansen et al., 2011). Pettijohn and Taylor (2008) also found a significant and negative relationship between perceptions of organisational ethics and turnover intentions in a sample of pharmaceutical workers. These results demonstrate, as expected, that if employees perceive that their organisation cares about both internal and external stakeholders as well as the environment, this is likely to make employees reluctant to leave the organization (Mooi, 2011). This may also be due to the fact that employees want to be associated with an organisation that is both ethical and concerned not only for its employees but also for the broader community and society that it operates within (Tziner, 2013, Ramsden, 2015, Hansen et al, 2011).

It is also noteworthy that perceptions of internal CSR appeared to be the most strongly related to VTI, which again could be linked to the fact that employees are more concerned and perceptive about what is happening in their immediate environment as opposed to external activities the organisation engages in (Pitt, 2012, Ramsden, 2015). This might also reflect the importance of internal CSR to the sample as consisting largely of groups who identified as historically disadvantaged (Badat, 2012; Ramsden, 2015).

These findings indicate that there were significant links between CSR and VTI, and this supports the literature that employee perceptions of CSR may positively influence employee voluntary turnover intentions by reducing these (Alniacik et al., 2011; Cacioppe et al., 2008; Pettijohn & Taylor, 2008). This was further supported by the results of the multiple regressions that were carried out, which showed that all forms of CSR (philanthropic, environmental, and internal) acted as significant negative predictors of VTI.

The relationship between perceived organisational support and organisational commitment

Another part of the current study was to establish whether perceived organisational support (POS) and organisational commitment (OC) mediated the relationships between CSR and VTI. The literature suggests that POS and OC are distinct but related constructs and since these were hypothesized as potential mediators of the relationship between CSR and VTI it was necessary to determine if the expected relationship existed between these two variables in the sample. The results of the analysis showed that POS and OC were significantly, positively, and strongly related to each other; this indicated that increased perceptions of organisational support were strongly associated with higher levels of organisational commitment and vice versa.

This finding is in line with earlier findings by Buchanan (1971), who found that managers who perceived their organisation as caring and able to fulfil its promises had higher levels of affective commitment. Similarly, Meyer, Allen, and Gellaty (1990) found a strong association between affective commitment and organisational dependability, an important aspect of organisational support. Other researchers have also reported a positive association between affective organisational commitment and the extent to which an organisation provides them with needed support and values their contributions; and have furthermore proposed that perceived organisational support enhances affective commitment through creating an atmosphere of trust in the organisation (Dawley et al., 2010 ; Shore & Wayne, 1993). This result also provides support for the norm of reciprocity, confirming that when the organisation values employee contributions and provides employees with adequate support, employees reward the organisation through positive work attitudes such as organisational commitment (Dawley et al., 2010).

Relationships between employee perceptions of corporate social responsibility, perceived organisational support, and organisational commitment

It was also important to establish the nature of the relationships between CSR and the two proposed mediators, namely POS and OC. Significant, positive, and moderate-strong relationships were found between all three types of CSR and POS, indicating that organisations who engaged in various CSR activities were perceived to be more supportive; this is in line with previous literature (Aselange & Eisenberger, 2003; Rhoades & Eisenberger, 2002). This is not unexpected considering that an organisation that is charitable, conducts business practices in an environmentally friendly and sustainable manner, and introduces polices aimed to ensure equal and fair treatment for all employees (values endorsed by CSR) is more likely to be perceived of as caring for the welfare of its employees and being supportive (Aselange & Eisenberger, 2003).

Again, the strongest relationship was between internal CSR and POS, which might be due to the fact that when the organisation engages in internal CSR, which aims to ensure equality in the workplace, redress, and non-discrimination, this may create an impression in employees that the organization cares for their individual welfare and values their contributions (Dawley et al., 2010). Moreover, this supports Shore and Shore's (1995) notion that procedural justice in terms of the organisations's policies and procedures is vital in the development of POS, and such values of procedural justice may be clearly communicated to employees through internal CSR practices. It is, however, also possible that the strong relationship between internal CSR and POS could be due to the fact that the issues that internal CSR activities aim to address were especially relevant or had the most impact on employees in the sample due to their group identification and South Africa's history (Badat, 2012; Ramsden, 2015).

All three types of CSR were also significantly, positively, and moderately to strongly related to OC, confirming that higher perceptions of CSR by employees are associated with increased affective commitment to the organisation. This may be due to the fact that employees strongly identify with moral and ethical organisations (Cacioppe et al., 2008). It also corroborates findings that corporate social performance contributes positively to

affective commitment because employees often want to identify with organisations with positive ethical values such as those implicit in CSR (Peterson, 2004). The literature also suggests that employees become more committed because they consequently benefit through association with an organisation which is reputable and has a positive image because this enhances their own self-concept (Brammer et al., 2007; Maignan & Ferrell, 2001).

These findings also provide support for social exchange theory, which suggests that there is an exchange relationship between employee and employer that extends beyond pay for work to certain expectations that each party holds about the other party; it is through this exchange relationship that employees reward or in a sense "pay back" the organisation for its philanthropic and noble activities through being loyal and committed to the organisation (Dawley et al., 2010; O'Driscoll & Randall, 1999). Indeed it is expected that when an organisation invests its efforts and resources in developing an ethical climate (including through CSR), employees will respond more favorably through positive work behaviors (Schwepker, 2001). Furthermore, literature identifies a number of job conditions that are conducive to an increase in organisational commitment; among these is the extent to which the organisation is dependable and the degree to which employees can count on the organisation to look after the employee's interests (Steers, 1974). It is logical to suggest that CSR initiatives enacted by organisations aim to look after the interests of all the organisation's stakeholders, and this includes employees, thus employees may become more committed to the organisation as a result of perceived CSR involvement.

Both of these findings were further supported by the results of the multiple regressions that were carried out, which showed that all three forms of CSR (philanthropic, environmental, and internal) acted as significant positive predictors of both POS and OC.

Relationships between perceived organisational support, organisational commitment, and VTI

It was also necessary to establish the possible links between the proposed mediators (POS and OC) and voluntary turnover intention (VTI). Both perceived organisational support and organisational commitment were significantly, strongly, and negatively related to VTI, indicating that both high levels of POS and high levels of OC were associated with lowered

intentions of voluntarily leaving the organisation. This is in line with the idea that perceived organisational support and organisational commitment foster feelings of loyalty and greater identification with the organisation and hence make employees less likely to exert intentions to leave (Muthaveloo & Rose, 2005; Smith, 2001). This also confirms Allen and Meyer's (1990) finding that organisational commitment binds the individual to the organisation and therefore reduces intentions of voluntary turnover. Other researchers have also consistently reported a negative association between OC and VTI (Jaros, 1997). For example, Vandenberg and Tremblay (2008) found a negative relationship between employee organisational commitment and VTI in a sample of pharmaceutical workers. This finding was further supported by the results of the multiple regressions that were carried out, which showed that both POS and OC acted as significant negative predictors of VTI.

Mediation models

The second primary aim of the present study was to establish whether or not perceived organisational support (POS) and organisational commitment (OC) mediated the relationships between corporate social responsibility (CSR) and voluntary turnover intention (VTI). To do this, a series of simple and multiple regression were calculated between the key variables following Baron and Kenny (1986) steps to establish the different models. The first step entailed establishing the extent to which the IVs (philanthropic, environmental, and internal CSR) predicted the DV (VTI); the second step involved establishing the extent to which the IVs predicted the proposed mediators (POS and OC); thirdly, the extent to the mediators predicted the DV was established; and, lastly, the relationship between the IVs and the DV when the mediators were included within the model was calculated to identify if mediation occurred (Baron & Kenny, 1986). The following section provides a full discussion of the four steps outlined above.

Step 1: IV-DV

The regression analysis conducted indicated that all three types of CSR, namely philanthropic, environmental, and internal CSR, significantly and negatively predicted voluntary turnover intention. This was expected and consistent with the literature (Alniacik et al, 2011; Pettijohn and Taylor, 2008; Stewart et al., 2011) that employees who hold higher

perceptions of CSR are less likely to want to leave their organisation in pursuit of alternative employment.

Step 2: IV- MEDIATOR

As expected, POS was significantly and positively predicted by all three types of CSR, which suggests that employees' perceptions of CSR activities carried out by their organisation are linked to their appreciation of the efforts made by the organisation to offer them support and their perceptions that the organisation cares for their welfare. The relationship was the strongest for internal CSR, which is consistent with the correlational findings. Similarly, OC was found to be significantly and positively predicted by all three dimensions of CSR, suggesting that socially responsible business activities strengthen organisational support and enhance organisational commitment in employees (Aselange & Eisenberger, 2003; Rhoades & Eisenberger, 2002).

In light of the findings obtained from the two steps above, both POS and OC were then considered as potential mediators of the CSR-VTI relationship and were thus included in the analyses that followed.

Step 3: MEDIATOR- DV

Both POS and OC significantly, strongly, and negatively predicted VTI. This suggests that the more employees perceived their organisation to be supportive and the greater their commitment to the organisation, the less likely they were to consider leaving the organisation. As explained in the correlational findings, when employees believe that their organisation is supportive towards both their professional and personal lives, this in turn leads to employees developing an attachment to the organisation and thus decreases or eliminates intentions of voluntary turnover (Muthaveloo & Rose, 2005; Smith, 2001).

Step 4: MEDIATION

a) ***Mediation of the relationship between CSR and VTI by POS***

The relationship between all three types of CSR, namely philanthropic, environmental, and internal CSR, and VTI was partially mediated by perceived organisational support (POS). This implies that POS can only partially account for the relationships established between the three types of CSR and VTI, and therefore other factors need to be considered to fully account for these relationships. Nonetheless POS still plays a role within the relationship and provides a degree of explanation for the effects of CSR on VTI.

b) Mediation of the relationships between CSR and VTI by OC

Organisational support (OC) fully mediated the relationship between philanthropic CSR and VTI. This suggests that affective organisational commitment can completely account for the relationship between philanthropic CSR and VTI, which means that philanthropic CSR engenders organisational commitment which in turn results in the reduction of voluntary turnover intentions. As discussed in the correlational findings, this reinforces the idea that employees wish to be associated with ethically and morally responsive organisations, and that this is reflected through increased organisational commitment (Maignan & Ferrell, 2001; Peterson, 2004).

Surprisingly, OC only partly mediated the relationships between environmental CSR and VTI and internal CSR and VTI, which suggests that organisational commitment could only partially explain the relationship established between these variables. Thus other factors would need to be considered to fully account for these relationships. However, while OC doesn't fully account for these relationships, it does still play a role and provides a degree of explanation for the effects of these types of CSR on VTI.

c) Overall explanation of the mediation findings

Based on the literature reviewed it was hypothesized that perceived organisational support would fully mediate the relationships between the three dimensions of CSR (philanthropic, environmental, and internal) and voluntary turnover intention (VTI) (**Hypothesis 2**). It was found that POS did not fully mediate the relationships between all three CSR dimensions and VTI, however it partially mediated these relationships, and this suggests that because POS can only partly account for these relationships, other factors should be considered.

It was also hypothesized that organisational commitment, specifically affective organisational commitment, would fully mediate the relationships between the three types of CSR activity

(philanthropic, environmental, and internal) and VTI (**Hypothesis 3**). The results obtained demonstrated that OC only fully mediated the relationship between philanthropic CSR and VTI, and partially mediated the relationships between environmental CSR and VTI as well as internal CSR and VTI.

The partial mediation of POS and OC in the CSR-VTI relationship suggests that other variables should be considered that might fully account for the relationship between corporate social responsibility and voluntary turnover intentions. For example Hansen et al. (2011) proposed that the relationship between CSR and VTI could be mediated by trust; this line of thought posits that employees who perceive their organisation to be socially responsible develop trust in the organisation and this trust in the organisation and its values, in turn, leads to reduced voluntary turnover intentions. Thus it is possible that trust, as opposed to the development of perceived organisational support and increased affective commitment as hypothesized in the current study, could fully account for the established relationships between CSR and VTI.

Conclusions

The importance of voluntary turnover intentions within organisations globally and in South Africa has precipitated tailoring of business practices and activities accordingly to ensure the retention of highly skilled and knowledgeable employees (Mitchell et al., 2001). As such, this current study discovered some interesting and intriguing findings regarding the links between employee perceptions of corporate social responsibility and self-reported voluntary turnover intention, as well as the extent to which these relationships were influenced by employee perceived organisational support and organisational commitment.

The present study showed that a negative relationship existed between corporate social responsibility (CSR) and voluntary turnover intention (VTI) in the sample and that all three CSR dimensions were found to be significantly and negatively related to VTI. This is consistent with the literature, as various researchers have alluded to the fact that employee perceptions of CSR can reduce intentions to leave the organisation (Hansen et al., 2011; Pettijohn & Taylor, 2008).

A correlational analysis of the relationship between the two proposed mediators, OC and POS, revealed that these two variables were significantly, strongly, and positively related. It is to be expected that employees who perceive their organisation to be supportive and appreciative of their efforts are more likely to become more committed to their respective organization (Aselange & Eisenberger, 2003). The two mediating variables were also significantly and positively related to CSR, indicating that higher perceptions of CSR created the impression that the organisation was caring towards not only its employees but also to the environment and the broader community (POS) (Aselange & Eisenberger, 2003). Higher perceptions of CSR also facilitated a greater sense of identification with the organisation and therefore enhanced affective commitment to the organisation (O'Driscoll & Randall, 1999).

The results also revealed that VTI was significantly, strongly, and negatively linked to OC and POS, suggesting that POS and OC had the same effect on VTI as CSR. This has important implications in that it shows that the cultivation of higher levels of POS and OC, similarly to the cultivation of higher perceptions of CSR activity, may result in the reduction of voluntary turnover intention.

The mediation analysis provided a deeper understanding of the relationships explored in the mediation models and the results were interesting and intriguing. All of the relationships explored between the three dimensions of CSR and VTI were either fully or partially mediated by POS and OC. None of the relationships between CSR and VTI were fully mediated by POS, in other words, POS only partially mediated the relationships between philanthropic, environmental, and internal CSR and VTI. Similarly OC partially mediated the relationships between environmental CSR and VTI as well as internal CSR and VTI. However interestingly it fully mediated the relationship between philanthropic CSR and VTI; this suggests that perceptions of philanthropic CSR are more instrumental in predicting VTI through OC when compared to the other two types of CSR (i.e. environmental and internal CSR). A possible reason for this may be that if an individual perceives the organization as more charitable or caring of others, they may feel more of an emotional commitment to sustaining the organisation and being a part of the organization, therefore reducing their intention to leave (O'Driscoll & Randall, 1999).

Based on the findings above, it is evident that the first research question was answered by conducting a correlational analysis between employee perceptions of the three types of CSR and VTI. It was established that all three types of CSR were significantly and negatively related to VTI, suggesting that higher perceptions of philanthropic, environmental, and internal CSR were negatively related to VTI. This indicated that **Hypothesis 1** was fully supported.

Before answering the second research question, it was necessary to establish whether VTI could be predicted by CSR (this was also done to determine whether these results would be consistent with the results obtained in the correlational analysis). It was also necessary to establish whether CSR predicted the proposed mediators as well as the extent to which these mediators significantly predicted VTI. In order to answer the second research question, which aimed to determine the effect of adding the proposed mediators on the relationships between CSR and VTI, POS was consequently included in the first model and the results of this analysis indicated that **Hypothesis 2** was not fully supported because it was established that POS only partially mediated the relationships between the various dimensions of CSR and VTI. Mixed results were obtained for the third research question. While it was established in the present study that OC fully mediated the relationship between philanthropic CSR and VTI, it was consequently discovered that OC only partially mediated the relationships between environmental CSR and VTI as well as internal CSR and VTI, indicating that **Hypothesis 3** was also only partially supported. Together, these findings indicate that employee perceptions of different types of CSR activities as enacted by their organisations predict certain work attitudes such as POS and OC, and these in turn play a role in decreasing intentions of voluntary turnover.

In conclusion, this study has shown that a number of significant relationships exist between the key variables in the present study. The findings generated in this study demonstrate that an association probably exists between various types of corporate social responsibility and voluntary turnover intention in the South African workplace. This study has also been instrumental in showing that both employee perceived organisational support as well as the degree to which they are affectively committed to their organization has an effect upon the link between CSR and VTI. This suggests that in order for organisations to retain their human capital (knowledgeable and skilled workers) and keep voluntary turnover intention at bay (Kerr-Philips & Thomas, 2009; Mitchell et al., 2001), organisations need to become socially

responsive corporate social citizens (Hansen et al., 2011) through engaging in philanthropic, environmental, and internal CSR practices. Enacting relevant CSR initiatives may allow organisations to successfully impact upon employees' perceptions of organisational support (POS) as well as the extent in which employees identify with their organisation (OC). This, in turn, may play a role in benefitting the organisation through a decrease in voluntary turnover intention (Allen & Meyer, 1990).

Strengths and limitations of this study

This research has been instrumental in showing that a relationship between the three CSR dimensions (philanthropic, environmental, and internal) and VTI probably exists in the South African workplace. This is in line with previous studies (e.g. Pitt, 2012; Ramsden, 2015) in the South African context and this study has therefore contributed considerably to the available literature of the links between CSR and VTI, considering that the nature of these relationships has not been extensively researched with the South African context previously. Understanding how these variables interplay in the South African workplace is important as it sheds light on how organisations can potentially make use of this information to enhance their CSR activities and ensure the retention of their skilled employees, which are both important constructs within organisations as organisations strive to become socially responsive and conduct their businesses in an environmentally sustainable manner (Pitt, 2012) while ensuring the retention of talent within their organisations (Kerr-Philips & Thomas, 2009).

The present study has not only provided support for the relationship between various types of CSR activities and VTI; it has also been instrumental in demonstrating that other mechanisms fully or partially mediate this relationship. Specifically, it has shown that perceived organisational support (POS) partially accounts for the relationships between the three CSR types and VTI, and that organisational commitment (OC) also partially mediates the relationships between environmental and internal CSR and VTI. Additionally, and importantly, this study has demonstrated that organisational commitment fully mediates the relationship between philanthropic CSR and VTI. While exploring the direct link between variables was important, it was also crucial to employ mediation models as it assisted in establishing the directionality of the relationship between the key variables (Shrout & Bolger, 2002, as cited in Ramsden, 2015). Exploring the mediation provided useful information

regarding ways in which organisations can enhance their CSR performance initiatives so that, as established in this research, employees will perceive this CSR performance and subsequently possibly respond with positive work attitudes such as POS and OC, which in turn will possibly play a role in lowering voluntary turnover intention.

Another strength of this research is that it was conducted using real-world employees in South African organisations and therefore the study was more naturalistic which allowed for the examination of the key variables as they were experienced by employees in their everyday real work environment. This was particularly advantageous as it removed a degree of artificiality from the research process (Weiten, 2008).

While this study has made some significant contributions to the study of CSR and VTI, it does have some drawbacks that should be considered. Firstly the present study utilized a non-probability convenient sample which presents certain biases, as it meant that participants included in the study were based on their availability to volunteer at a given time. In addition, the sample was quite small (n = 106) and did not represent a wide range of different types of employees. These issues suggest that the sample might not be representative of the entire population of workers in South Africa (Stanger, 2010). However this drawback was slightly rectified because the sample obtained was fairly diverse and it encompassed employees from a wide range of industries, organisations, and positions therefore providing a slightly wider scope for the application of the results. However results of this study still need to be generalized with a fairly high level of caution as the results were obtained from a sample taken from a specific context (Stangor, 2011). The limited sample size (106 participants) that was ultimately obtained in the study was very problematic. Whilst Cozby (2009) proposed that a sample size of 15-20 observations per independent variable is considered acceptable, it would have been preferable to obtain a larger sample size as this would have allowed for greater power of the statistical results and moreover it would have allowed for a more broader representation of the population (Cozby, 2009; Stangor, 2011).

The use of self-report measures presented another concern, as all of the instruments used in this study (the Perceptions of External and Internal CSR scales, the Voluntary Turnover Intention Scale, the Perceived Organisational Support Scale, and Organisational Commitment Questionnaire) were self-report. While self-report measures are useful in providing a deeper

insight into participants' thoughts, they do tend to be problematic in that they assume that individuals are willing to self-report and that they will be truthful in their responses, which is not always the case, especially if the variables of interests are sensitive in nature. For instance, employees might be hesitant to answer questions that relate to their intentions to leave their organisations, particularly considering that jobs are scarce. This might then lead to participants giving socially desirable responses which provides a distorted or create a false representation of the variables under investigation (Stangor, 2011). Although employees were fully informed about the confidentiality and anonymity of their responses, some were skeptical and hesitant to give responses due to the fact that the study focused on voluntary turnover intentions. Thus this might have slightly affected the number of responses in terms of those who chose to respond as well as the overall sample size.

Another limitation of the present study was the nature of the design, specifically the fact that the study was correlational and cross-sectional and thus did not include design features that would allow for causality to be established (Stangor, 2011). This was however compensated for to an extent through the use of the multiple regressions, which allows a direction to be inferred.

Directions for future research

Future research endeavors that aim to explore the links between the key constructs in this study (CSR and VTI) should ideally use a larger sample size that can provide a broader representation of the South African employed population and therefore increase the generalizability of the findings. Focusing on employees from specific types of organisations or occupational fields or job types could also be useful to see if the relationship remains similar across different contexts.

Additionally, it would also be interesting for future research to investigate the influence of demographic variables such as gender, disability, sexual orientation, or race on individual perceptions of CSR. This might shed some light on CSR preferences of different groups of people in the South African context, which could have important implications for CSR policy and practice.

It might also be useful for future research to explore the role of other types of organisational commitment, such as normative and continuance commitment, on the relationship between

CSR and VTI as the current study only focused on affective organisational commitment. This will add to the limited literature available regarding the role of different types of organisational commitment in the established link between CSR and VTI. Exploring different variables and their potential role in explaining the relationship between CSR and VTI, such as organisational trust, could also be useful.

The present study adopted a quantitative approach towards exploring the links between the main variables. While this provided invaluable information about the nature of these relationships broadly, it might be worthwhile for future research efforts to explore these links adopting a qualitative approach as this will allow the researcher to gain a deeper and more in-depth understanding of participants' thoughts about CSR and VTI and the factors that affect these in the South African context.

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Appendix A: Table of the demographic characteristics of the sample

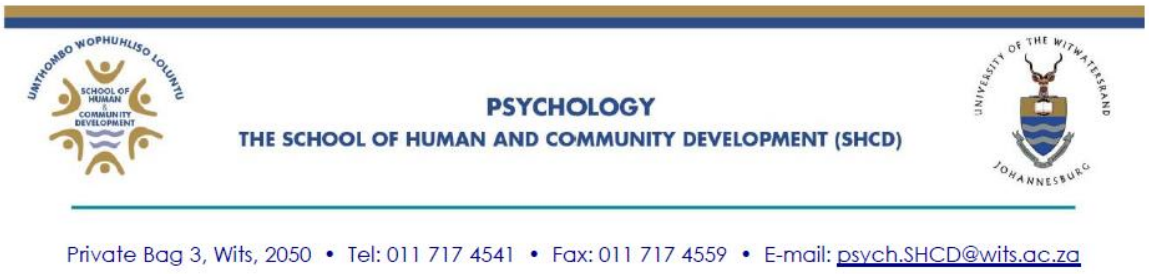
Table 1

Demographic characteristics of the sample

		N	Percentage
Gender	**Female**	64	60.4
	Male	42	39.2
Race	**Black**	51	48
	Coloured	22	20.8
	Indian	17	16.0
	White	15	14.2
	Other	1	0.9
Marital Status	**Single**	30	28.3
	In a relationship	33	31.1
	Engaged	12	11.3
	Married	27	25.5
	Widow/er	1	0.9
	Separated	1	0.9
	Divorced	1	0.9
Number of children	**None**	39	36.3
	1 child	6	24.5
	2-3 children	34	32.1
	4 or more children	6	5.7
Occupation	**Admin**	35	33.0
	Manager	14	13.2

	Consultant	23	21.7
	Professional	19	13.2
	Semi- skilled	9	8.5
Industry	**Public Safety**	10	9.4
	Mining	17	16.0
	Retail	13	12.3
	Finance	20	18.9
	IT	6	5.7
	Municipal	6	5.7
	Logistics	10	9.4
	Construction & Engineering	6	5.7
	Education	3	2.8
	Health	4	3.8
	Marketing & Consultancy	6	5.7

Appendix B: Participant information sheet



Good day

My name is Nelisile Simelane, and I am conducting research for the purposes of obtaining a Master's degree in Organisational Psychology at the University of the Witwatersrand. As part of my Master's degree I am required to complete a research project. The more responses I receive, the greater the strength of my research. My research aims to explore the nature of the relationships between perceptions of corporate social responsibility, perceived organisational support, organisational commitment and voluntary turnover intentions. I would like to invite you to take part in this research. Please note that to take part in this research, you need to be employed in an organisation (not self-employed) and you cannot be employed in a chief executive position.

Participation in this research will involve you completing the questionnaire by clicking on the link that follows. The questionnaire will take approximately 15-25 minutes to complete and please ensure that you submit your completed questionnaire within 2-3 weeks. Please note that your participation is completely voluntary and you will not be advantaged or disadvantaged in any way for choosing to complete or not to complete the questionnaire.

No identifying information, such as your name or I.D. number is asked for and no-one at your organisation will be aware of whether you choose to participate or not. You will therefore remain anonymous and the data you provide will not be linked to you as an individual in any way. You will also not be asked to provide the name of the organization you work for; the data will not be analyzed on the basis of your specific organisation; and your organisation will not be identified by name in writing up the research. Your completed questionnaire will not be seen by any other person and will only be processed by myself and my supervisor; and

your responses will only be looked at in relation to all other responses in the study. There are no foreseeable risks or benefits to taking part in this study.

If you choose to participate in the study please complete the following questionnaire as carefully and honestly as possible. Once you have answered the questions, you can submit the completed answers online. No IP addresses will be recorded. This will ensure your anonymity. If you do complete the questionnaire, this will be considered consent to participate in the study.

As the data is anonymous, it will not be possible to provide you with individual feedback; however feedback of the general results, in the form of a summary of the overall findings of the research, will be provided upon request. If you have any questions or concerns, please feel free to contact me or my supervisor as per the details below. This research may contribute to psychological information as there appears to be no research in South Africa regarding this specific topic. If you choose to complete the questionnaire, your participation in this study would be greatly appreciated.

Nelisile Simelane

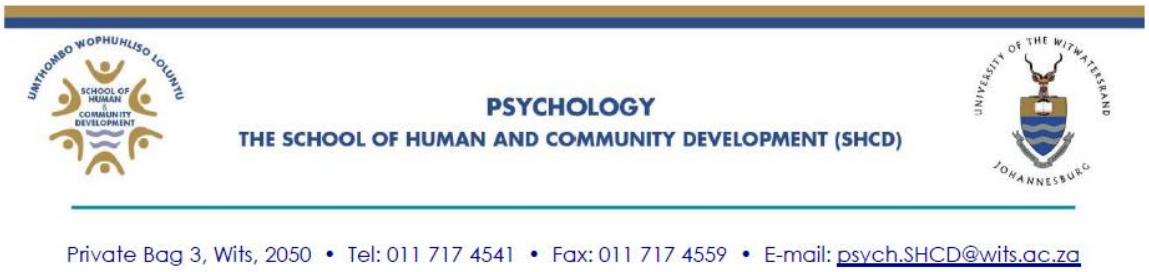
0603820665

nelisilesimelane@yahoo.com

Supervisor: Nicky Israel

Nicky.Israel@wits.ac.za

Appendix C: Organisational access letter



Good day

My name is Nelisile Simelane, and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. As part of my Masters degree I am required to complete a research project. The more responses I receive, the greater the strength of my research. My research aims to explore the nature of the relationships between perceptions of corporate social responsibility, perceived organisational support, organisational commitment and voluntary turnover intentions. I am requesting permission to possibly carry out my study at [name of organisation to be inserted].

Participation in this research will involve mid- and high- level employees (i.e. any employees that are not in chief executive positions) completing an online questionnaire, or if it is preferred, hard copy questionnaires will be made available. The questionnaire will take approximately 15-25 minutes to complete and must be submitted or returned within 2-3 weeks. Please note that participation will be completely voluntary and will not advantage or disadvantage employees in any way if they choose to complete the questionnaire or not.

No identifying information, such as employees' names or I.D. numbers, will be asked for. Employees will therefore remain completely anonymous and the data they provide will not be linked to them as individuals in any way. Employees will not be asked to provide the name of the organisation they work for and thus the data they provide will not be analysed on the basis of their specific organisation. Furthermore, the name of your organisation will not be known to anyone other than the researcher and supervisor and will be treated as strictly confidential. The completed questionnaire will not be seen by any other person besides the researcher; will only be processed by the researcher and supervisor; and the responses will

only be looked at in relation to all other responses. There are no foreseeable risks or benefits to taking part in this study.

If employees choose to participate in the study, they will be asked to complete the questionnaire as carefully and honestly as possible either at home or in their free time at work. By distributing a link electronically to your organisation's employees via email, they will be able to complete the survey online and no IP addresses will be recorded. This will ensure their anonymity. If they complete the questionnaire, this will be considered consent to participate in the study. If it is preferred, questionnaires can be distributed in hard copy form. In this case, copies of the questionnaires will be left in a central location, and employees can collect this and complete it in their own time and return it to a sealed box located in the same central location. No identifying information will be asked for which will ensure anonymity, and completion and return of the questionnaire will be considered as informed consent to take part in the study. Feedback will be given in the form of a summary of the overall findings upon request from me or my supervisor.

This research may contribute to psychological information, as there appears to be no research in South Africa regarding this specific topic. If you choose to allow the study to be conducted in your company with those employees who are willing, it would be greatly appreciated. If you have any questions or concerns, please feel free to contact me or my supervisor as per the details below.

Kind Regards

Nelisile Simelane

0603820665

nelisilesimelane@yahoo.com

Supervisor: Nicky Israel

Nicky.Israel@wits.ac.za

_____ _____

Appendix D: Demographic questionnaire

Demographic Information

Please note that the following information is required for statistical purposes only.

Please cross the relevant box:

1. Age:

Under 25	25-30	31 - 40	41-50	51-60	Over 60

2. Gender

Male		Female	

3. Race

Asian	Black	Coloured	Indian	White	Other

4. Marital Status

Single	In a relationship	Engaged	Married	Widow/er	Separated	Divorced	Other

5. Number of children:

0 (no children)	1 child	2-3 children	4 or more children

6. Occupation: _____
7. Field/Industry: _____
8. Job Tenure (how long have you been employed at your current organisation?): _____

Appendix E: Perceptions of Philanthropic CSR Practices Scale

Please follow these instructions when answering the questionnaire: Please mark with an 'X' to indicate the extent to which you agree or disagree with the following statements. Please answer honestly.

- **Strongly disagree**

- **Disagree**

- **Neither agree nor disagree**

- **Agree**

- **Strongly agree**

1. I think my organisation is actively engaged in helping individuals (outside the company) in need.

2. I believe my organisation participates in philanthropic/ charitable activities.

3. I think my organisation encourages its employees to engage in philanthropic/ charitable behaviour.

4. I don't think my organisation is interested in charity work.

5. I think my organisation is actively engaged in helping underprivileged communities.

6. I believe my organisation is actively engaged in social activities which are relevant in South Africa (e.g. poverty, HIV).

7. I think there are desirable/positive outcomes from all socially responsible duties my organisation engages in.

8. I feel my company only engages in charitable activities to improve the company's image.

9. I think my company is genuinely committed to helping individuals and communities in need.

Appendix F: Perceptions of Environmental CSR Practices Scale

Please follow these instructions when answering the questionnaire:
Please mark with an 'X' to indicate the extent to which you agree or disagree with the following statements. Please answer honestly.

- **Strongly disagree**

- **Disagree**

- **Neither agree nor disagree**

- **Agree**

- **Strongly agree**

1. I believe my organisation is concerned for the environment.

2. I think my organisation takes steps in becoming more environmentally friendly.

3. I feel my organisation has policies which promote environmental sustainability in the workplace.

4. I believe environmental policies are put into practice in the daily functioning of my organisation.

5. I don't think my organisation is concerned about the environment.

6. My job within the organisation allows me to behave sustainably.

7. I think my organisation encourages its employees to behave in ways which will benefit the environment (e.g. recycling etc...)

8. There are many ways in which I think my organisation could become more environmentally friendly.

9. I believe my organisation is genuinely dedicated to decreasing damage done to the environment.

Appendix G: Perceptions of Internal CSR Practices Scale

Please follow these instructions when answering the questionnaire:
Please mark with an 'X' to indicate the extent to which you agree or disagree with the following statements. Please answer honestly.

- **Strongly disagree**

- **Disagree**

- **Neither agree nor disagree**

- **Agree**

- **Strongly agree**

1. I believe my organisation promotes gender equality in the workplace.

2. I think my organisation is open to opinions/ ideas from all employees, regardless of gender.

3. I believe that my organisation has policies ensuring equal treatment of males and females in the workplace.

4. I feel that my organisation puts its gender policies into practice in the daily functioning of the company.

5. I do not believe that my company is dedicated to gender equality in the workplace.

6. I believe that my organisation takes an active stance in promoting Black Economic Empowerment (BEE).

7. I believe that my organisation actively promotes employment equity.

8. I do not think that my organisation discriminates against previously disadvantaged South Africans in the workplace.

9. I believe my organisation ensures that all previously disadvantaged South Africans are given multiple opportunities in the workplace.

10. I don't think that my organisation takes Black Economic Empowerment (BEE) seriously.

11. I think that my organisation has policies that discourage discrimination based on sexual orientation in the workplace.

12. I believe my organisation attempts to ensure that there is no discrimination against homosexuals in the daily functioning of the company.

13. I feel that my organisation encourages people to openly acknowledge their sexual orientation.

14. I think all employees are treated equally in the workplace, regardless of sexual orientation.

15. I do not think my organisation is genuinely concerned about equality in terms of sexual orientation.

16. I feel that my organisation has policies in place to ensure that disabled employees are not discriminated against.

17. I believe my organisation puts disability policies into practice in the daily functioning of the organisation.

18. There are facilities within the organisation for disabled employees (e.g. ramps).

19. I do not think disability is a major concern for my organisation.

20. I think all employees are treated equally in the organisation, regardless of disability/ no disability.

Appendix H: Voluntary Turnover Intention (VTI) Questionnaire

Please answer truthfully. Please select one answer per question by placing a cross in the appropriate box.

	1. Which of the following statements most clearly reflects your feelings about your future with this organisation in the next year?
	I definitely will not leave
	I probably will not leave
	I am uncertain
	I probably will leave
	I definitely will leave

	2. How do you feel about leaving this organisation?
	I am presently looking and planning to leave
	I am seriously considering leaving in the near future
	I have no feelings about this one way or the other
	As far as I can see ahead, I intend to stay with this organisation
	It is very unlikely that I would ever consider leaving this organisation

	3. If you were completely free to choose, would you prefer or not prefer to continue working for this organisation?
	Prefer very much to continue working for this organisation
	Prefer to work here
	Don't care either way
	Prefer not to work here
	Prefer very much not to continue working for this organisation

4 .How important is it to you personally that you spend your career in this organisation rather than some other organisation?	
	It is of no importance at all
	I have mixed feelings about its importance
	It is of some importance
	It is fairly important
	It is very important to me to spend my career in this organisation

5. If the economic climate were better:	
	I would definitely want to leave my current job
	I would possibly consider leaving my current job
	I have no feelings about this one way or the other
	I would not want to leave my current job
	I would definitely not want to leave my current job

Appendix I: 8 item Survey of Perceived Organisational Support

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at _____. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about ____. Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderatel y Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderatel y Agree	Strongly Agree

1. The organization values my contribution to its well-being.

3. The organization fails to appreciate any extra effort from me. (R)

7. The organization would ignore any complaint from me. (R)

9. The organization really cares about my well-being.

17. Even if I did the best job possible, the organization would fail to notice. (R)

21. The organization cares about my general satisfaction at work.

23. The organization shows very little concern for me. (R)

27. The organization takes pride in my accomplishments at work.

Appendix J: Organisational Commitment Questionnaire (OCQ)

		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful							
2	I talk up this organization to my friends as a great organisation to work for							
3	I feel very little loyalty to this organisation.							
4	I would accept almost any type of job assignment in order to keep working for this organisation.							
5	I find that my values and the organisation's values are very similar.							
6	I am proud to tell others that I am part of this organisation.							
7	I could just as well be working for a different organisation as long as the type of work was similar.							
8	This organisation really inspires the very best in me in the way of job performance.							
9	It would take very little change in my present circumstances to cause me to leave this organisation.							
10	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.							

11	There's not too much to be gained by sticking with this organisation indefinitely.							
12	Often I find it difficult to agree with this organisation's policies on important matters relating to its employees.							
13	I really care about the fate of this organisation.							
14	For me this is the best of all possible organisations for which to work.							
15	Deciding to work for this organisation was a definite mistake on my part.							

Appendix K: Ethics clearance certificate

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

HUMAN RESEARCH ETHICS COMMITTEE (SCHOOL OF HUMAN & COMMUNITY DEVELOPMENT

CLEARANCE CERTIFICATE	PROTOCOL NUMBER: MORG/16/001 IH
PROJECT TITLE:	Corporate social responsibility, perceived organisational support, organisational commitment, and voluntary turnover intention.
INVESTIGATORS	Simelane Nelisile
DEPARTMENT	Psychology
DATE CONSIDERED	29/06/16
DECISION OF COMMITTEE*	Approved

This ethical clearance is valid for 2 years and may be renewed upon application

DATE: 29 June 2016

CHAIRPERSON
(Professor B. Bowman)

cc Supervisor:

Ms Nicky Israel
Psychology

DECLARATION OF INVESTIGATOR (S)

To be completed in duplicate and **one copy** returned to the Secretary, Room 100015, 10th floor, Senate House, University.

I/we fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure, as approved, I/we undertake to submit a revised protocol to the Committee.

This ethical clearance will expire on 31 December 2018

PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES

Appendix L: Histograms for the main variables

Figure 1

Distribution of philanthropic CSR

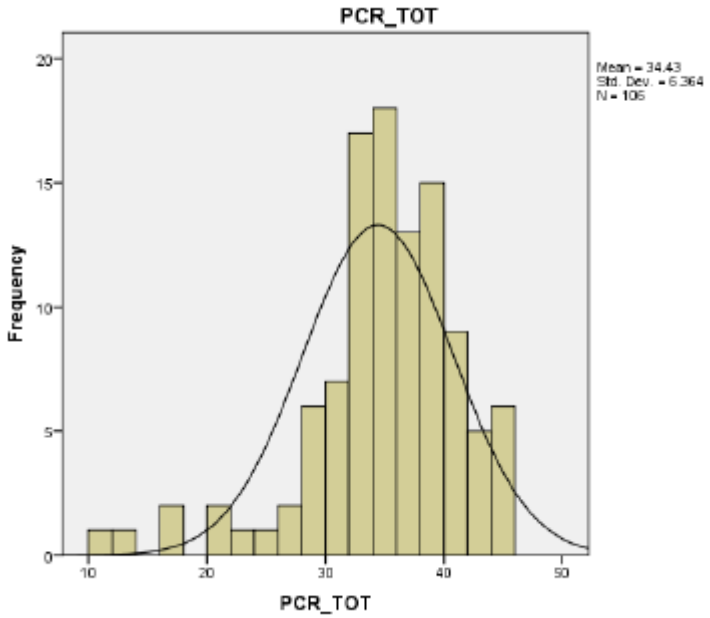


Figure 2

Distribution of environmental CSR

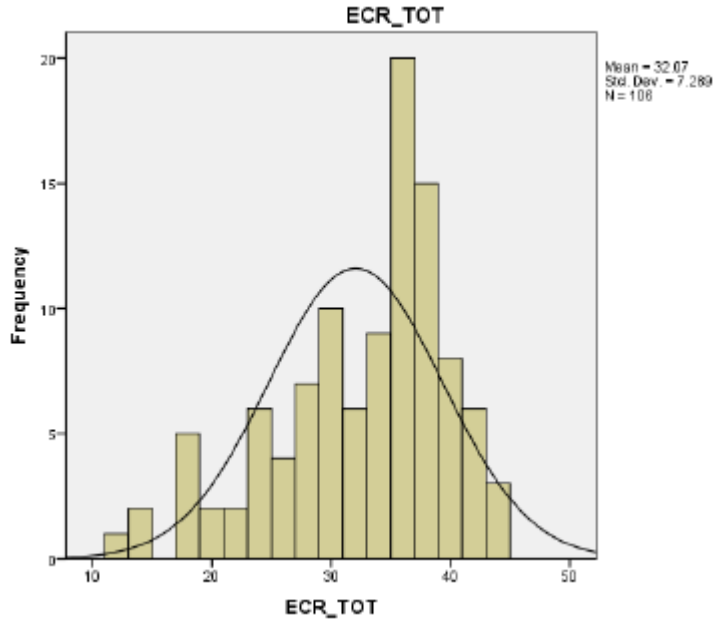


Figure 3

Distribution of internal CSR

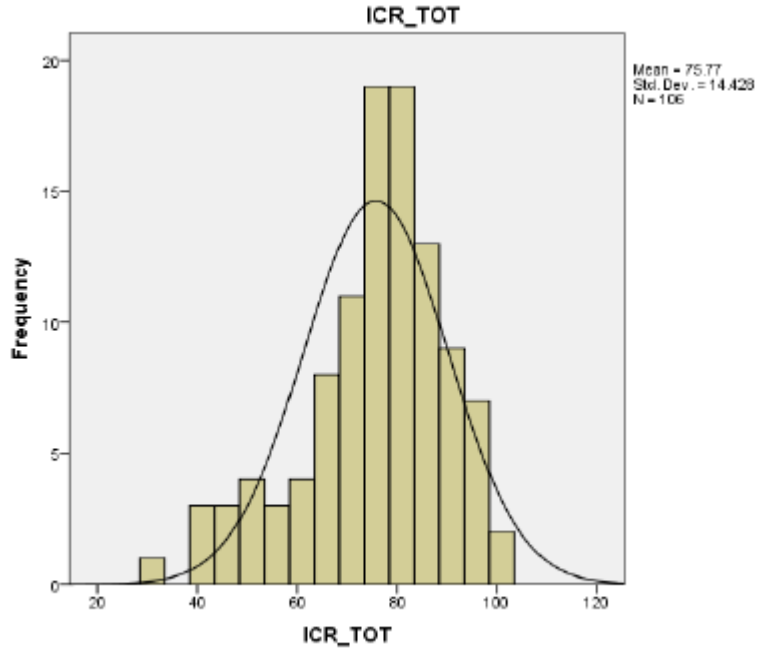


Figure 4

Distribution of VTI

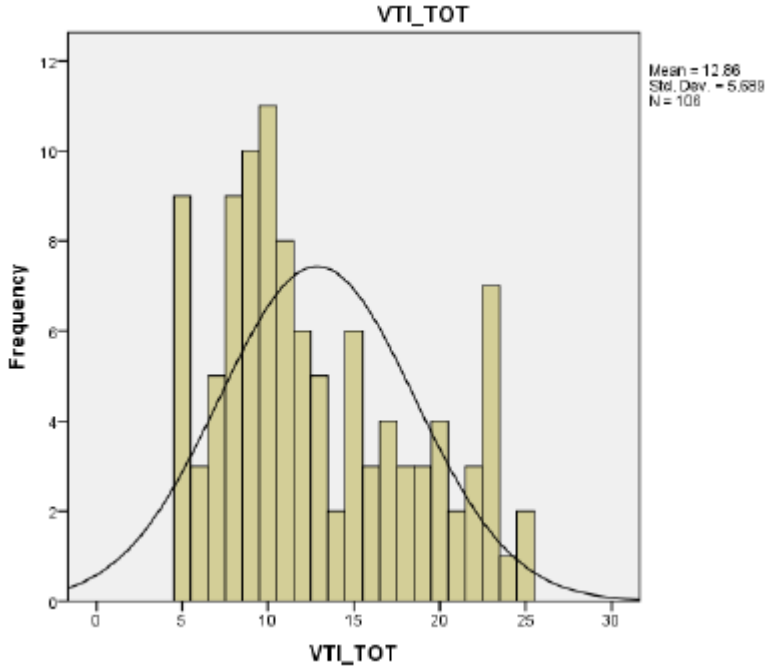


Figure 5

Distribution of POS

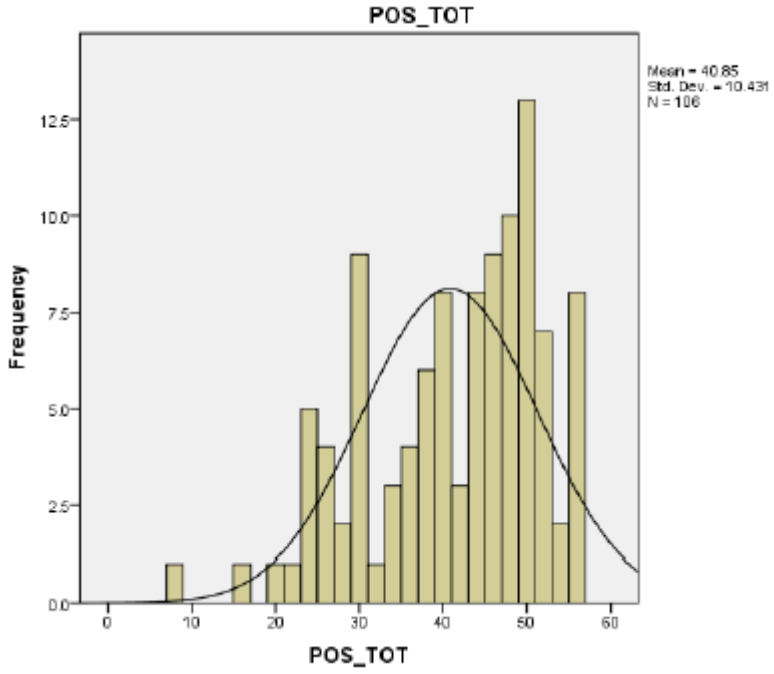


Figure 6

Distribution of OC

