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Corporate social responsibility, perceived organisational support, organisational commitment, and voluntary turnover intention

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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.

Keywords: Corporate Social Responsibility, Perceived Organisational Support, Organisational Commitment, Voluntary Turnover Intention.