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COMMITMENT AND JOB SATISFACTION AS MECHANISMS CONNECTING ETHICAL LEADERSHIP AND CSR WITH TURNOVER INTENTION

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Abstract

This research aims to explore the mechanisms through which the links between corporate social responsibility (CSR), ethical leadership (EL) and turnover intention (TI) are explained. Field research of 849 employees was carried out by researchers across different sectors. PLS-SEM was used in this research to evaluate hypotheses. The findings indicate that employees' views of CSR and EL have a specific and negative relationship with TI. Researchers have revealed that such associations are often mediated by job satisfaction (JS), but not by commitment. This research provides guidance for EL and CSR by empirically evaluating the positive effect of CSR and EL and the creation of a better and encouraging working environment. As responsible management, accountability and social wellbeing of shareholders are needed by EL and CSR, the current research may be instrumental in achieving the sustainable development goal of the United Nations.

Keywords: Commitment, Job Satisfaction, Ethical Leadership, Corporate Social Responsibility, Turnover Intention

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Introduction

Corporate social responsibility (CSR) and ethical leadership (EL) are associated to various significant results for organizational and individual level (Shao et al., 2018). Prior studies have shown that lower turnover intention (TI) is correlated with both CSR (Godkin & Valentine, 2017) and EL (Norulkamar, Mehmood, Irum & Attiq, 2018). Nevertheless, both impacts have not been properly investigated at the same time. While talking about the prevalence of the ethical variable study and its history and implications, Sheridan & Schminke (2017) stated “[. . .] we know a lot about the many constructs that matter in isolation but very little about which are really most important”. Moreover: “In some literatures, scholarly interest is so great that scholars tend to explore, then re-explore, then re-explore again the antecedents (or consequences) of phenomena [...] Each of these factors in isolation can be shown to exert a significant impact. However, when the massing of explanatory constructs reaches a tipping point, we are left in a fog with respect to which antecedents really matter”.

Several potential methods are indicated in this research on EL, CSR and TI. Among other possible reasons relating to personnel and work that contributes to employees decision to resign, general attitudes towards the job and job satisfaction (JS) and particularly employees commitment (EC) are mainly significant across TI (Birnbaum & Somers, 2000), EL (Grisaffe, Jaramillo, Roberts & Chonko, 2009) and CSR researches (Lee, Song, Song & Lee, 2015). Although these variables function at different levels (EL at individual level and CSR at organizational level) these factors have a positive impact on EC. Although the current study have demonstrated that EL has a positive effect on CSR and the engagement of workers (Markovic, Khajeheian & Salamzadeh, 2019). According to our information just one research (Stouten, Euwema & Babalola, 2016) has evaluated the relative significance of EL and CSR on TI. Nevertheless, the present investigation did not consider JS and commitment as mediation mechanisms. In this study, we addressed the following question: How significant is CSR as well as EL in reducing workers TI, direct and indirect both by commitment to leader, commitment to organization and JS? This study contributes four different keyways to research on EL, CSR and TI. Firstly, the relation among EL, CSR, JS and commitment and TI was not considered in the same research in the previous studies, as noted before. Secondly, we rely on understanding employees regarding CSR initiatives in their organizations, not personal engagement in CSR actions, compared to much other research on engagement of employees and CSR. Thirdly, our research will provide further proof that "doing good" will help firms to "do well" as EL and CSR are not only correct from a moral point of view but are also an elegant investment in order to improve the JS of employees, retention and commitment. Fourth, we investigate 2 separate aspects of mediation, JS and commitment. The findings of this research illustrate the relative impact of exploring the relation among EL, CSR and TI.

Literature Review

Relationship Between CSR and TI

CSR is linked to a variety of organizational, administrative and individual findings (for analysis, Fenclova, Dinan & Coles (2013)). CSR improves the reputation of organizations (Mahon & Griffin, 1997) and relations with customers (Zarkada-Fraser & Küskü, 2004) at the administrative level. Several research have analyzed the relationship between financial performance and CSR at an organizational level with the most positive, albeit modest, impact. There have also been recognized non-financial effects of CSR on organizations, including improved employee demographic diversity (Waddock & Graves, 1994).

Socially conscious organizations are regarded as attractive workplaces (Barber, Hillman & Luce, 2001). CSR has a positive relationship with commitment, employee identification, retention, and engagement. The study showed that certain aspects of CSR influence the decision of staff to leave in terms of employee turnover. Decreased TI is correlated with both

ethical climate and diversity climate (often called socially responsible organizations' elements) (Avery et al., 2007). In addition, Avery et al. (2007) have noted that these climates are related in such a way that TI are minimal as individuals consider their organizations to be highly diverse and ethical in nature. An additional study analyzed the participation of workers in CSR and IT. Many elements of workforce participation in CSR (for example; Sustainable growth programs) are moreover linked to the retention of employees (Kryscynski, Olson & Carnahan, 2017). A few researches have shown that employees' perceptions of CSR and TI in their organizations have a strong negative relation (Esteban & Collier, 2007). While there are, in general, several exceptions (Edinger-Schons, Scheidler, Wieseke & Spanjol, 2019), several people are interested in working for socially responsible firms as they are good places to work (Park & Kim, 2011). The supportive culture leads to motivating and attracting individuals. Bases on the prior studies, we conclude the following hypothesis:

H1: CSR has a negative relationship with TI.

Relationship Between EL and TI

EL provides several positive results for organizations as well as individuals (Franczak, Hall, Herrera, Ma & Hochwarter, 2017). Several researches have shown that EL has a significant negative impact on TI (Stouten et al., 2016). EL decreases TI for a number of reasons.

Firstly, EL provides their employees with a positive ethical environment (Greenbaum, Piccolo, Folger & Hartog, 2010). Workers are attracted by a positive ethical atmosphere that encourages workers to grow, which eventually decreases the intention to leave the company (Norulkamar et al., 2018). Secondly, work with the EL is less challenging for the workforce. EL sets out comprehensible expectations, concerns about workforce and treats them fairly and appropriately (Şener, Elçi, Alpkhan & Aksoy, 2012). Employees can stay in the working atmosphere more often if they are less stressful and enjoy a satisfying workplace (Naseem, Faiz & Asad, 2017). Lastly, EL are social supervisors who interact with their workers on ethical principles (Bourantas, Akrivou, Papalois & Mo, 2011). Such common values build an effective link among EL and workers, leading to decrease TI between staff (Aydemir & Dinc, 2014). The optimistic experience of working for the EL makes it easy for workers not to leave their jobs and find a new job somewhere else:

H2: EL has a negative relationship with TI.

Commitment and JS as a Mediators

As has already been discussed, there is sufficient evidence to suggest that ethical leaders are great leaders and socially responsible organizations are important workplaces. CSR is linked to work meaningfulness (Robertson & Tian, 2019), improved quality management and improved humanistic management strategies (Kobeissi, Hasan, Wang & Liu, 2018), employees pride (Miao, Newman, Zhu & Hofman, 2016), and significant results (Robertson, Anagnostopoulos & Walzel, 2018). The social exchange theory offers one way to describe the effect of CSR and EL on TI (Karen, 1977). Social exchange relations according to Karen (1977) are regulated by the expectations of reciprocation in order to facilitate fair (negative) treatment of others. Ethical leaders and socially responsible organizations provide their workers with optimistic work experience. On the other hand, workers are expected to reciprocate with optimistic work attitudes. Although workers do not have direct positive (or negative) behavior (for example, they have not been associated with CSR initiatives) within their organizations, interchange through vicarious learning is still possible. For instance, it can influence workers' perceptions of leaders and organizations to consider how co-workers wrongdoings are addressed by their leaders and how external stakeholders are handled (Epitropaki, Vlachos, Rapp & Panagopoulos, 2013). In the end, this will affect consequent attitude as well as behavior. Employees do not have to engage personally in CSR initiatives within their organization to be confident that their organization is socially responsible. Based on the principles of social exchange theory, we predict that individuals are very satisfied with their work and committed

to their manager and organization by working for a socially responsible company and an ethical manager. As far as social responsibility is concerned, prior studies have developed a strong link among CSR and commitment (Payaud, Farooq, Valette-Florence & Merunka, 2014) and JS (Oren, Tziner, Kadosh & Bar, 2011). JS and commitment both are of vital importance as retirement and employee engagement are predictable.

In general, we suggest that EL and CSR establish a relation to staff on social exchanges. Workers should react with more encouraging attitudes to their work by receiving positive behavior from socially responsible organizations and ethical leaders, particularly with higher satisfaction and commitment. Such attitudes mediate the relation among CSR and TI. Rosabeth (1972) committed to the willingness of staff to be loyal to organizations and leaders.

H3a: Organizational commitment significantly mediates the link between CSR and TI.

H3b: JS significantly mediates the link between CSR and TI.

H4a: Leader commitment significantly mediates the link between EL and TI.

H4b: JS significantly mediates the link between EL and TI.

Relative Impact of EL and CSR on TI

In this study, the major question is to determine the relative impact of CSR in comparison with EL on TI. We predict that both are significant, but which one will have more influence? For 2 factors, we predicted that EL would have a greater impact on employees' TI. Initially, CSR initiatives are opposed to replying on corporate decision-making (Bartunek, Bies, Zald & Fort, 2007), such as decisions which are factors for an organization that are far removed from the everyday work experience of the staff. Several workers may not be aware of their employer's distant CSR efforts. Supervisors play a significant role in their workers' working lives. In contrast to their knowledge of organizational CSR activities and personal experience, most workers will be aware of and have direct contact with their (un)ethical leader. Secondly, key research focuses on the participation of employees in social activities that brings benefits of CSR to employees. CSR is a resource that allows individuals out of the work (volunteering) or into work, to help the firms in execution of sustainable development programs. CSR participation is optional, but individuals cannot "opt out" of supervision. The (un)ethical managers' decisions and activities influence all individuals, regardless of how they associate themselves with EL. So, we assume that:

H5: EL has a significant impact (directly and indirectly by JS and commitment) than CSR on TI.

Research Methodology

Population of this research are the employees of Thai companies. Participants have been sampled from Thailand's two of the largest and most populous areas. With the support of many assistants involved in the research, self-administered questionnaires were distributed to the participants. 849 finalized and usable surveys (69%) have been gathered as well as utilized in current research out of 1250 questionnaires distributed. The participants were primarily aged among 25 to 29 years (40%) and 30 to 34 (22%), and mostly females (51%) from different sectors, including electronics (12%), industrial (21%), medical (26%) and telecommunications (40%). Based on the statistical power, we adopted the more restricted minimum sample size suggested to check the accuracy of the sample collected (Ringle, Sarstedt & Hair, 2013). For the proposed model, a minimum sample size of 138 was suggested to attain a statistical power of 0.95 for model validation by using G* Power for the calculation of sample size based on statistical power. The power value in this research would be greater than 0.95 if our sample size will be greater than 138. It is therefore appropriate to assume that the model can be evaluated using our sample size of 849.

Measurement Scales

In this research, all latent variables were calculated using reflective indicators adapted from prior research to achieve the purpose of this research on five-point Likert type scales ranging from (1 = strongly disagreed to 5 = strongly agreed).

EL: This variable had ten (10) items adopted from Treviño, Harrison & Brown (2005) research. In this research 2 items were deleted due to poor item loading (i.e., "disciplines workers who violate ethical norms" and "leads their personal lives in a high ethical way"). We followed the recommendations from Hult, Hair Jr, Sarstedt & Ringle (2016) to delete 2 items because it caused an independent variables measuring error that can reduce the statistical power and challenge the accuracy of the findings of the literature. The variable shows higher reliability (CR: 0.96, Cronbach's alpha: 0.93).

CSR reputation: This variable has been measured by using three (3) item evaluated from Bhattacharya, Sen & Du (2015). These 3 items were loaded heavily into single dimension. The variable shows higher reliability (CR: 0.96, Cronbach's alpha: 0.89).

Employees commitment: Both of the two (2) items which were extensively mentioned in the research, adapted from the Allen, Smith & Meyer (1993), measured the CL and CO. Both variables show higher reliability (CR: 0.85, Cronbach's alpha: 0.72).

JS: Measurement of a single indicator was used to evaluate the JS of employees. The use of a single item is a standard method to measure JS (Campbell & Scarpello, 1983) proposed that a single item measure of overall JS would be compared to a scale based on different particular elements of JS. Proof even exists that the reliability of a single item is frequently measured within acceptable reliability limits.

TI: For the measurement of this variable, we use two (2) items from Meyer & Tett (1993) which were extracted to measure the TI in other studies. The variable shows higher reliability (CR: 0.90, Cronbach's alpha: 0.85).

Table 1 Constructs reliability and validity

Constructs	Items	Loadings	CR	AVE	VIF	Cronbach's alpha
Corporate social responsibility (CSR)	CSR_1	0.922	0.960	0.796	2.404	0.892
	CSR_3	0.931			3.102	
	CSR_4	0.948			3.205	
Ethical leadership (EL)	EL_1	0.704	0.964	0.605	1.700	0.933
	EL_2	0.766			1.797	
	EL_3	0.810			2.196	
	EL_4	0.794			2.204	
	EL_5	0.727			1.753	
	EL_6	0.803			2.091	
	EL_7	0.699			1.997	
	EL_8	0.800			1.946	
Job satisfaction (JS)	JS_1	1	1	1	1	1
Commitment to organization (OC)	CO_1	0.791	0.856	0.807	1.397	0.724
	CO_2	0.904			1.393	
Commitment to leader (CL)	CL_1	0.908	0.904	0.802	1.494	0.698
	CL_2	0.897			1.495	
Turnover intention (TI)	TI_1	0.892	0.905	0.907	1.883	0.854
	TI_2	0.893			1.887	

Table 2 Discriminant Validity (HTMT)

Constructs	1	2	3	4	5	6
CSR						
OC	0.509					
CL	0.349	0.67				
EL	0.410	0.590	0.640			
JS	0.450	0.589	0.450	0.499		
TI	0.318	0.39	0.254	0.360	0.470	

Common Method Bias

A single source was used in present research to give response to all variables. Many employee-related researches has used this common method technique (Loi, Ngo, Zheng, Zhang & Foley, 2013). Nevertheless, the cross-section nature of this research can threaten research by common method bias (CMB). This research used a priori approach in research designing, following the recommendations of Rizzuto et al. (2017), to reduce the threat of common method bias (e.g., not use any complex items, make sure that none of the variable in the survey could be influenced by the external elements when data is collected, splitting items in questionnaire for every construct). In addition, as a statistical remedy for the identification and monitoring of various common method bias sources, we use the “measured latent marker variable” (MLMV) method (Thatcher, Chin, Steel & Wright, 2013). It is the only useful approach to date used in analysis of data in this research to handle common method bias in PLS models. The findings indicate that: 1) All directions from measured latent marker variable are not important to other variables of research model. 2) The model is in a worse state than the original one with a latent marker variable.; And 3) Path coefficients correspond to the predictions of the original and no important variations among them.

Data Analysis

The research used PLS-SEM, the variance-based structural equation modeling method, which has recently increased its concentration as a suitable and, to some degree, satisfactory substitute for the more restrictive, commonly used covariance-based SEM. This has been applied in several fields and sectors, including accounting, marketing, sustainability, human resource management and education. Our research aims to examine the subsequent impact on workers of EL and CSR. Our research aims to examine the subsequent impact on workers of EL and CSR. In this research, the prediction of dependent variables was focused on a complicated design based on form of hypothesized relations that explains the use of partial least squares structural equation modeling. Smart PLS version 3.2.3 (Ringle, Becker & Wende, 2015) is used in this study. The measurement model in this research showed enough validity, such as discriminant validity and convergent validity (CV) as well as reliability, as outlined in Table 1, in accordance with recommendations of (Sarstedt, Hair, Mena & Ringle, 2012). As indicated in Table 1, the measurement model shows sufficient reliability for individual indicators with item loadings above 0.5. In addition, the average variance extracted (AVE) value of all variables is greater than 0.5. The CV of the outer model was thus illustrated. Reliability of the variables has also been verified using CR and Cronbach's alpha values are more than 0.7. While all variable measurements had heterotrait-monotrait ratio of less than 0.85 (Ringle, Henseler & Sarstedt, 2015), we assume appropriate discriminant validity. Using Bias-corrected and accelerated Bootstrap (5,000 subsample, one-tailed, and sign are not changed) we evaluated the proposed hypothesis by partial least square bootstrapping following an effective outer model assessment. Bootstrapping is an essential partial least square structural equation modeling process predicts and includes random drawing subsamples replaced by the original data set.

Research Results

Table 3 shows the outcomes of the evaluation of the hypothesis. The research indicates that CSR reputation is negatively linked to employee's TI, support H1 (95% confidence level). Furthermore, EL has been found to be negatively linked to TI, supporting H2 (99% confidence level). We measured the indirect effects to analyze mediation hypotheses and revealed that just satisfaction would mediate the relation partially among CSR and TI (99% confidence level and support H3b) and the connection among EL and TI (99% confidence level and support H4b). Nevertheless, neither the CL nor the CO has some mediation impact. H3a and H4a are therefore not supported. The findings of the research demonstrate that the total effect of EL on TI will be -0.24 (t-value = 4.95), while the CSR total effect on TI will be -0.21 (t-value = 4.86). EL is therefore found to have a higher impact on TI than on the reputation of CSR. Nevertheless, this difference was not important (t value = 0.360), as H5 was not supported.

Table 3 Summary of direct, indirect, and total effect

H	Path Relationships	β value	t values	p values	Result
H1	CSR -> TI	-0.07	2.24	0.01	Supported
H2	EL -> TI	-0.10	2.89	0.00	Supported
H3a	CSR -> OC -> TI	-0.04	1.30	0.10	Not Supported
H3b	CSR -> JS -> TI	-0.07	5.70	0.00	Supported
H4a	EL -> CL -> TI	0.04	1.10	0.16	Not Supported
H4b	EL -> JS -> TI	-0.10	5.69	0.00	Supported
H5	Total effect of EL -> TI > Total effect of CSR -> TI	NA	0.360	0.719	Not Supported

Conclusion and Discussion

We explored the relation between CSR, EL and employee's TI in this study. We discovered that both CSR and EL have a direct (negative) relation to employee's TI. EL as well as CSR has an indirect (negative) relation to TI through employees JS; nevertheless, the relation among EL, CSR and TI have not been mediated either by employee's commitment to the organization or by employee's commitment to the leader. Eventually, the total impact of CSR and EL on employee's TI was not statistically important; this leads one to suggest that they are likewise significant.

The current study has various research implications on EL, CSR and employees TI. First, the prior study indicates that CSR and EL are associated to employees TI; furthermore, prior studies have not been thoroughly investigated these relations concurrently. The findings of this study indicate that EL and CSR are strongly and negatively linked to TI when examined together; furthermore, their total effects were not statistically significantly. As far as we know, only one research by Liu & Lin (2017) has explored relation among CSR, EL and employee's TI. Our research is different from that of Liu & Lin (2017) because the mediators used in their study (burnout and commitment) are not discussed in detail while in our mechanisms for mediation, JS and commitment have been more thoroughly explored and encouraged by prior studies. Secondly, the relation between EL, CSR and employee's TI was partially mediated not by JS, not commitment. Prior study shows that JS has higher impact on TI than commitment, so the commitment contribution to our study was too small to identify. In addition, we discussed 2 different forms of commitment: CL and CO. Both forms of commitment may have been unnecessary and may have participated in non-important outcomes.

The practical implications for organizations and leaders are also part of our study. Our research recommends that EL and CSR should be considered by organizations as potential sources to minimize employees' TI. Secondly, for smaller businesses, our results are especially

significant. For small organizations with minimal resources to invest in social programs, promoting a comprehensive CSR plan is often financially inefficient. Third, individual perceptions of CSR are linked to a lower TI. It is significant because the relation between employees' participation in particular CSR programs and the TI has been examined mainly in prior studies.

Limitations and Recommendations for Future Research

There are a few limitations to our research. Firstly, we obtain data from a single source. Since we focused on that it is rational to collect self-reported data from workers, to understand the relation among work attitudes and individuals' perceptions, however, the cross-sectional technique does not permit to evaluate causality. However, for future studies, multi-source and statistical structure will be used for validation of results. Secondly, the sample has been taken from Thailand only. In organizational behavior studies, variations in the national culture can be a significant moderator (Nifadkar, Ou & Tsui, 2007). Future studies will, however, examine potential cross-cultural differences in our results. Thirdly, we focused on EL supervision. We assume that various levels of EL can have numerous effects on the TI and attitudes of workers. Thus, future research will investigate EL at different management levels. Fourthly, we concentrated on both the direct and mediating processes of employee's commitment and satisfaction in the relative impact of CSR and EL on TI. Many ethics-related effects should be investigated on employees' work attitudes and TI. Non-ethical considerations are also involved, which should be considered for a deeper understanding of the contribution of EL and CSR to minimizing the turnover of employees, in terms of employee commitment, JS and TI. In addition, future research can examine various types of leadership, such as inclusive leadership and CSR, to determine employee's performance. Fifthly, only one stakeholder group and one outcome were investigated. The relative effect of CSR and EL on various stakeholder groups should be examined in future research.

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