Employee-Perceived Social Responsibility and Turnover Intention: Mediating Roles of Job Satisfaction and Organizational Commitment

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Summary: Foreign corporations' mastery of advanced management methods may constitute a threat to Algerian National Corporations, particularly in terms of the turnover issue. One of the proposed solutions to mitigate turnover intentions is corporate social responsibility practices that are related to employees' self-interests, which may enhance their positive attitudes toward the corporation. The purpose of this study is to investigate the sequential roles of job satisfaction and organizational commitment in the causal relationship between employee-perceived social responsibility and turnover intention. Therefore, ninety (90) questionnaires were distributed in the national hydrocarbon corporation's production directorate at Hassi R'Mel. However, eighty (80) valid questionnaires were retrieved for analysis. The measurement model and the structural model were assessed using partial least squares structural equation modelling. Employee-perceived social responsibility decrease turnover intention entirely through job satisfaction but not through organizational commitment, according to bias-corrected bootstrap confidence intervals. Hence, the examined corporation must pay more attention to the corporate social responsibility that may be perceived by its employees to improve job satisfaction and organizational commitment among them, as well as to reduce their turnover intentions.
Keywords: Employee-perceived social responsibility; Hydrocarbon Corporation; Job satisfaction; Organizational commitment; Turnover intention.
Jel Classification Codes : M14 ; M54 ; L71

I- Introduction :

Since its transition to capitalism, Algeria's government has favoured openness to foreign investment, which has boosted the influx of foreign corporations, changing the characteristics of the Algerian business environment and affecting the status of Algerian national corporations, particularly the Hydrocarbon Corporations, which has become vulnerable to losing its position due to foreign corporations' technical expertise and mastery of advanced management methods.

Due to the importance of human resources for a corporation's competitive position, the latter competes to attract the highest calibres. Therefore, many corporations find themselves facing the problem of losing their employees, due to their inability to control their employees' attitudes and behaviours.

Practises that consider employees' self-interest, such as corporate social responsibility, are considered effective solutions for controlling employees' attitudes and behaviours; however, those practises may not be enough to mitigate employees' negative attitudes and behaviours, such as turnover and turnover intention if they do not reinforce employees' positive attitudes, such as job satisfaction and organizational commitment. Therefore, we raise the following question:

- Do job satisfaction and organizational commitment have sequential mediating roles in the causal relationship between employee-perceived social responsibility and turnover intention?

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To achieve the ultimate purpose of this study, we propose the following hypotheses:

A. Job satisfaction mediates the causal relationship between employee-perceived social responsibility and organizational commitment:

A_1. The indirect effect of employee-perceived social responsibility on organizational commitment through job satisfaction is significant;

A_2. The direct effect of employee-perceived social responsibility on organizational commitment is significant.

B. Organizational commitment mediates the causal relationship between job satisfaction and turnover intention:

B_1. The indirect effect of job satisfaction on turnover intention through organizational commitment is significant;

B_2. The direct effect of job satisfaction on turnover intention is significant.

C. Job satisfaction and organizational commitment have sequential mediating roles in the causal relationship between employee-perceived social responsibility and turnover intention:

C_1. The indirect effect of employee-perceived social responsibility on turnover intention job satisfaction and organizational commitment is significant;

C_2. The direct effect of employee-perceived social responsibility on turnover intention is significant.

D. The specific effect of employee-perceived social responsibility on turnover intention through job satisfaction is significant;

E. The specific effect of employee-perceived social responsibility on turnover intention through organizational commitment is significant.

Literature Review:

Expenditure on social responsibility activities is an additional burden for Corporations, yet the costs of avoiding social responsibility are less than the costs of engaging in it. [1] Researchers have argued that spending on social responsibility activities improves its image in society. Therefore, investors, jobseekers, employees, and customers-potential customers prefer dealing with a socially behaving Corporation over another. [2]

Although CSR positively affects the reputation of the Corporation, CSR may not mean the same for everyone, it may mean ethics, or philanthropy, or guardianship (responsible for). [3]

Though CSR is an organization's commitment to its community; and that contributions to community are one of the four pillars of the CSR's concept, it is also necessary to pay attention to social responsibility activities that may positively affect the attitudes and behaviours of employees and potential employees towards Corporations. [4]

Empirically, the results of Ellemers et al., (2011) study has proven that employees' perception of CSR practises contributes to their perception of organizational morality on one hand, and affects their satisfaction and commitment on the other. In this study, the researchers have excluded CSR practises related to employee's self-interest, and asserted that CSR practises may affect employee satisfaction and commitment even in the absence of CSR practises related to employee's self-interest and the effect is then through perceived organizational morality.[5]

Moreover, Bauman and Skitka, (2012) have presented four paths of CSR related to four universal psychological needs of employees (security, self-esteem, belongingness, and meaningful existence), and suggested an agenda for future research on CSR taking into consideration the four needs of employees such as the need for security and safety, social responsibility activities that can meet needs such as competitive wages and health insurance, psychological moderators such as the general perception of fairness in the Corporation and the results of meeting needs such as enhancing organizational commitment and satisfaction.[6]

Tuzcu, (2014) have studied the effect of employees' perception of social responsibility on job satisfaction and organizational commitment. Therefore, he applied a questionnaire to 104 out of 867 employees of the Turkish Petroleum Refineries Company. As a result, he found nonsignificant relationships between employees' perception of social responsibility and job satisfaction and organizational commitment. It should be noted that these relationships were tested across individual factors using the chi-square test, t-test and ANOVA.[7]

Colson et al., (2015) have investigated the effect of CSR practices on job satisfaction and emotional commitment, assuming that the employee as a citizen can perceive all internal and external CSR practices, using the snowball sampling method. As a result, the responses of 621 employees for medium and large-sized profitable enterprises from various sectors in Belgium were retrieved. This study concluded that there is a significant positive relationship between the employee's expectation of social responsibility practices (internal and external), and both job satisfaction and affective commitment. In addition, expectations of internal and external legal and ethical practices are higher than those of economic and philanthropic practices, with the former significantly improve prediction of employee affective commitment, while the latter does not. Furthermore, employees' expectations of legal, ethical, and philanthropic practices (internal and external) significantly improve the level of prediction of their satisfaction. By contrast, their expectations of economic practices (internal and external) do not improve the level of prediction of their satisfaction.[8]

The study of Halim et al., (2016) also has proven empirically that employees' perceptions of social responsibility directly affect their organizational commitment and this effect is enhanced by the organizational trust. The study was applied to a sample of 54 employees of private banks in Malang (Indonesia), which included all bank jobs.[9]

A study applied by Helton J., (2017) on 558 employees in various sectors born between 1946 and 2000 proved that corporate social responsibility in general has an important impact on turnover intention, especially among employees born between 1981 and 2000, and the size of the impact is due to the importance of social ethics for this category of employees.[10]

Boğan et al., (2018) have studied the mediating role of organizational identification in the relationship between perception of social responsibility activities towards stakeholders and job satisfaction. Because of relying on the method of Baron and Kenney, (1985) for analysis, the researchers did not examine the mediating role of organizational identification in the relationship between the perception of customers and society-oriented social responsibility activities and job satisfaction. Therefore, the condition of a direct significant effect between the previous two variables has not been fulfilled. However, they could have another mediation pattern if the method of Zhao et al., (2010) had been adopted instead of the aforementioned method. In contrast, they achieved an important full mediating role for organizational identification in the relationship between the perceptions of environment-oriented social responsibility activities. In addition, the mediating role of organizational identification was insignificant in the relationship between the perception of employee-oriented social responsibility activities and job satisfaction.[11]

The study of khan et al., (2018) confirmed that perceptions of the banks' employees of social responsibility directly and positively affect their job satisfaction and organizational commitment in the Pakistani context, where a questionnaire was applied on 177 employees for one of 22 banks in Lahore.[12]

Relying on meta-analysis, Wang et al., (2020) have analysed a sample of field studies that examined employee-perceived social responsibility and its dimensions, and related outcomes, which were published between 1997 and 2017 in well-known journals on global databases. In addition, the doctoral theses for the same period have been also included in this study. The latter precisely aimed to analyse the relationships between employee-perceived responsibility and its dimensions, and positive employee attitudes and behaviours (in particular, attitudes: perceived external prestige, perceived organizational support, organizational identification, organizational trust, organizational justice, organizational commitment, work engagement, job satisfaction; and behaviours: job performance , organizational citizenship behaviour, creativity), and negative employee attitudes and behaviours (namely: turnover intention, organizational cynicism; attitudes and organizational deviation behaviour). Furthermore, it has been focused on analysing the role of demographic variables (gender, age) and national culture in moderating these relationships. As result, it has been concluded that there is an important and positive effect between the employee's perceived social responsibility, its dimensions, positive attitudes and behaviours, and the presence of an important and negative effect between the first and negative employee attitudes and behaviours. Moreover, this study has supported the existence of a partial role of demographic variables and national culture in moderating previous relations.[13]

Empirically, Paruzel et al., (2020) have discussed the mediating role of organizational identification in explaining the effect of employee-perceived social responsibility on the positive related-outcomes (job satisfaction, organizational commitment, and organizational citizenship

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behaviour). As a result, the researchers have found that employee-perceived social responsibility significantly and positively affects job satisfaction, organizational commitment, and organizational citizenship behaviour. Furthermore, the mediating role of organizational identification has explained the effect of employee-perceived social responsibility and the positive related-outcomes mentioned previously, although the variance was little. This had indicated the possibility of other variables that could explain the effect.[14]

In a different experiment, Chatzopoulou et al, (2021) have developed a mediation model that shows the interrelationship between employee-perceived internal and external CSR activities and attitudes, and behaviours. As a result, the researchers have found that only employee-perceived external CSR activities are related to the latter's commitment through job satisfaction, as it was found that the latter fully mediates the effect of the former on behavioural commitment, and partially mediates its impact on attitudinal commitment. In contrast, there is no significant correlation between employee-perceived internal CSR activities and his attitudes or behaviours.[15]

Strengthening the findings of their previously mentioned study, Paruzel et al., (2021) have investigated the role of identification as a mediator in the relationship between CSR (people, planet, profit) and employee outcomes (identification, engagement, organizational attractiveness, turnover intentions, organizational citizenship behaviour, commitment, and job satisfaction) in the meta-analytic mediation model. As a result, the researchers have found that the effect size of CSR on employee-related outcomes was medium to large. Additionally, relationships were stronger for attitudes than for behaviour. Moreover, identification has mediated the relationship between CSR and commitment, job satisfaction, and organizational citizenship behaviour.[16]

Recently, Chang et al., (2021) study has examined the relationships between internal CSR, work engagement, and turnover intentions through the mediating effect of organizational identity and the moderating role of perceived corporate hypocrisy. As a result, the researchers have found that the relationships between perceived internal CSR, work engagement, and turnover intentions have been positive and significant. However, high levels of corporate hypocrisy (inconsistency between communication and actual actions) affect negatively the aforementioned relationships.[17]

The current study hypothesizes that job satisfaction and organizational commitment have sequential mediating roles in the causal relationship between employee perception of the social responsibility related to employees' self-interests particularly, and turnover intention (Figure 1).

Given that the current study is an exploratory one, individual factors (gender, age, occupation, tenure…) are excluded from the model in order to obtain the net effects among the variables included in the research model without the intervention of any other factors.

II. Methods and Materials:

II.1. Sample and Procedure:

Many Algerian employees are apprehensive about sharing their views and opinions about their company or supervisors with others. Therefore, their feelings of uneasiness may negatively affect the validity of the survey's data. In this study, two procedures were taken to avoid this; First, volunteer employees from the Algerian National Corporation of Hydrocarbons' production directorate at Hassi R'Mel were assigned to take over the task of distributing the questionnaire to their colleagues randomly. The employees were asked to deliver one questionnaire to each colleague they meet as soon as they enter the workplace without intending or discrimination. It has also been made clear that the respondents must fill out the questionnaire honestly according to the situation they have been exposed to, or, according to their point of view. Second, the questionnaire introduction indicated that responses would be confidential and would only be used for scientific research's purposes.

As mentioned before, a group of employees was assigned to distribute 90 questionnaires, which were delivered to the respondents at one time (they were not separated in time). 80 questionnaires were retrieved (response rate 88.9%) after 60 days. The respondents were mostly males (92.5%), most of them were aged between 30 and 40 years (less than 30 year: 16.3%, 30-40:43.8%, 41-50: 20%, more than 50: 20%). One-third of them have worked for their Corporation for long time period (1 year: 3.8%, 1-5: 30%, 6-10: 21.3%, 11-15: 10%, more than 15: 35%). The rate of holders of advanced degrees in their specialties exceeds 50% (70% master degree, 1.3%

PhD). The respondents were distributed in a balanced manner across functional categories (execution 31.3%, control 33.8% and responsible 35%).

II.2. Measurement:

II.2.1. Employee-Perceived Social Responsibility:

A 9-item measure based on the methodology elaborated by Remisovä and Büciovä, (2012) for measuring CSR level toward employees was used focusing on: job announcements, selection process, discrimination, training, promotion, performance evaluation, Health and safety, social services.[18]

II.2.2. Job Satisfaction:

9-item measure based on Job Satisfaction Survey developed by Spector, (1985) was used to gauge employees' satisfaction including: work conditions, colleagues, supervisor, responsibility, assessment, wages, independence, and chances to be promoted.[19]

II.2.3. Organizational Commitment:

Respondents' organizational commitment was measured using Allen and Mayer's, (1991) 12-item scale including: Affective commitment, continuance commitment, and normative commitment.[20]

II.2.4. Turnover Intention:

A 3-item of turnover intention measure drawn from a survey developed by Mobley et al., (1978)[21], employees responded to all measures using a 5-point response scale.

II.3. Statistical Analysis Tools:

II.3.1. Measurement Model Assessment:

The CTA-PLS test was used to substantiate measurement mode, based on the guidelines of Gudergan et al., (2008)[22] as Hair et al., (2011) have recommended.[23]

Before hypotheses testing, measurement model assessment is an initial step, which gauges the reliability and validity of the questionnaire's items used in data collection process. This is done with two tests using the Smart PLS software (the Structural Equations Modeling). First, the convergent validity, using three tests: Individual item reliability (must exceed 0.70; and for exploratory researches 0.40 is considered acceptable)[24], composite reliability (must be equal or exceed 0.70; and for exploratory researches 0.60 is considered acceptable), and average variance extracted (must exceed 0.50)[25]. Second, the discriminant validity, using two tests: Cross-loading (to estimate the correlation between each item and the variable that it belongs to), and the variables correlation (the Fornell-Larcker Criteria) with Heterotrait-Monotrait Ratio (HTMT) as Henseler et al., (2015) have recommended.[26]

II.3.2. Structural Model Assessment:

II.3.2.1. Coefficient of Determination R^2, Effect size f^2, and Predictive Relevance Q^2:

Hair et al., (2011) have argued that the acceptable level of the coefficient of determination R^2 depends on research context[27]. However, Chin's (1998) criteria was used in this research to assess R^2 (R^2< 19%, rejected; 19% ≤R^2<33%, weak; 33% ≤R^2<67%, moderate; 67% ≤R^2, high)[28]. Whereas, Cohen's (1988) criteria, was used to assess the effect size of the independent latent variables (f^2< 0.02, no effect size; 0.02<f^2≤0.15, small effect size; 0.15< f^2≤0.35, medium effect size; 0.35 <R^2, large effect size)[29]. Hence, to assess the predictive relevance Q^2, the blindfolding test was used (0<Q^2, accepted; Q^2=0, refused) as Henseler et al., (2009) have recommended.[30]

II.3.2.2. Hypotheses Testing:

Baron and Kenny's, (1986) method had been used for a long time to test indirect effects[31]. Yet, it has been criticized by several researchers (e.g., Mackinnon et al., (2002)[32] and Hayes, (2009)[33]) because of the lack of robustness of its statistical tests (Sobel *z*-test). Therefore, Hayes and Scharkow's, (2013) recommendations were relied upon in this study to test the significance of the independent variable's indirect effect on the dependent variable via the mediators. Therefore, the statistical tool used in this study is "bias-corrected bootstrap confidence intervals".[34]

II.3.2.3. Mediation Assessment:

Zhao et al., (2010) have identified three patterns consistent with mediation and two with non-mediation:[35]

- Complementary mediation: Both indirect effect and direct effect exist and point at the same direction.
- Competitive mediation: Both indirect effect and direct effect exist and point in opposite directions.
- Indirect-only mediation: indirect effect exists, but no direct effect.

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- Direct-only non-mediation: Direct effect exists, but no indirect effect.
- No-effect non-mediation: Neither direct effect nor indirect exist.

III- Results and discussion :

Researchers have argued that the structural equation modeling, the partial least squares method can be used for many reasons (e.g., small sized sample, non-normal distribution of data, complex model of research)[36]. This study aimed to examine the sequential mediating roles of job satisfaction and organizational commitment in the causal relationship between employee perceived social responsibility and turnover intention, and was conducted on a sample of 80 individual and it is a small sized sample according to Henseler et al., (2009).[37]

Before hypotheses testing, researchers must conduct a measurement model assessment as a first step, and this is done for reflective model by internal consistency (Cronbach's alpha, composite reliability), convergent validity (indicator reliability, average variance extracted), and discriminant validity (cross-loading, Fornell-Larker's criterion). On the other hand, the formative measurement model is assessed by convergent validity, collinearity among indicators, and significance and validity of indicators' weights.[38] The measurement model used in this study is a reflective model which has been proven statistically with The CTA-PLS (Table 1). Therefore, we use internal consistency, convergent validity and discriminant validity (cross-loading, Fornell-Larker criterion). However, Henseler et al., (2014) have argued that both cross-loading and Fornell-Larker criterion are not able to accurately estimate the discriminant validity and have proposed a new criterion called Heterotrait-Monotrait Ratio (HTMT)[39].

The values of internal consistency criteria of the measurement model (Cronbach's alpha, composite reliability) exceeded the rule of thumb (70%) (EPSR: CR=0.86, CA=0.78; JS: CR=0.86, CA=0.80; OC: CR=0.86, CA=0.80; TI: CR=0.86, CA=0.76), as well as the convergence validity criterion (the average variance extracted exceeded 50% (EPSR: AVE=0.61; JS: AVE=0.50; OC: AVE=0.50; TI: AVE=0.67); indicator reliability criterion values exceeded the rule of thumb accepted in exploratory studies 60% (Table 2)). It should be noted that every indicators that did not meet the conditions were removed (Figure 2 and Figure 3).

The cross-loading criterion indicates that the indicators fit the model because the cross-loading's values of indicators in their original position are higher than the rest of the values. The same is true for Fornell-Larker criterion (Table 2), which means that the study's latent variables are statistically different; however, Fornell-Larker criterion lacks sensitivity.[40] The HTMT method was used to assess the discriminant validity of the measurement model and the threshold of 0.85 that was proposed by Kline (2011). Since the HTMT values are less than 0.85 (Table 2), the latent variables of the study are statistically different, which means that the study's measurement model meet the condition of discriminant validity.[41]

The coefficient of determination R^2 and the effect size F^2 measure the strength of the causal relationship between variables, while Q^2 measures the predictive relevance of the study's model. The coefficient of determination becomes acceptable when it is more than 19 %, and the effect size becomes acceptable when it is more than 0.02. However, for predictive relevance, the value of Q^2 must be different from zero. In this case (JS: R^2 =10.9 % < 19%, rejected; OC: 19% < R^2 =23.4 % < 33%, weak; TI: 19% < R^2 =32.8 % < 33%, weak; EPSR-JS: 0.02 < F^2= 0.123< 0.15, small effect size; JS-OC: 0.15 < F^2= 0.269< 0.35, medium effect size; OC-TI: 0.02 < F^2= 0.034< 0.15, small effect size; EPSR-OC: 0.000 < 0.02, no effect size; JS-TI: 0.15 < F^2= 0.243< 0.35, medium effect size; EPSR-TI: F^2= 0.003< 0.0.2, no effect size; JS: 0<Q^2=0.052,accepted; OC: 0<Q^2=0.096, accepted; TI: 0<Q^2=0.190, accepted) (Table 3).

In the current study, the 5000 bootstrapping analysis was conducted for hypothesis testing, and the results are summarised in (Table 3).

Bias-corrected bootstrap confidence intervals for the indirect effect of employee-perceived social responsibility on organizational commitment (p = 0.010; bias-corrected bootstrap confidence intervals [-0.31, 0.262]) through job satisfaction included zero. This result indicates that job satisfaction does not mediate the causal relationship between employee-perceived social responsibility and organizational commitment, providing rejection for Hypothesis A1.

Bias-corrected bootstrap confidence intervals for the direct effect of employee-perceived social responsibility on organizational commitment (P = 0.010; bias-corrected bootstrap confidence intervals [-0.272, 0.223]) also included zero. This result indicates that the employee-perceived social responsibility does not directly affect organizational commitment, providing rejection for Hypothesis A2.

For the indirect effect of job satisfaction on turnover intention bias-corrected bootstrap confidence intervals (p = 0.201; bias-corrected bootstrap confidence intervals [-0.209, 0.042]) through organizational commitment included zero. This result indicates that organizational commitment does not mediate the causal relationship between job satisfaction and turnover intention, providing rejection for Hypothesis B1.

However, Bias-corrected bootstrap confidence intervals for the direct effect of job satisfaction on turnover intention (P = 0.001; bias-corrected bootstrap confidence intervals [-0.747, -0.194]) did not include zero. This result indicates that job satisfaction directly affect turnover intention, providing support for Hypothesis B2.

For the sequential effect of employee-perceived social responsibility on turnover intention bias-corrected bootstrap confidence intervals (p = -0.027; bias-corrected bootstrap confidence intervals [-0.086, 0.016]) through job satisfaction and organizational commitment included zero. This result indicates that job satisfaction and organizational commitment do not sequentially mediate the causal relationship between employee-perceived social responsibility and turnover intention, providing rejection for Hypothesis C1.

Bias-corrected bootstrap confidence intervals for the direct effect of employee-perceived social responsibility on turnover intention (P = 0.695; bias-corrected bootstrap confidence intervals [-0.191, 0.263]) included zero. This result indicates that employee-perceived social responsibility does not directly affect turnover intention, providing rejection for Hypothesis C2.

However, bias-corrected bootstrap confidence intervals of the specific effect of employee-perceived social responsibility on turnover intention (p = 0.042; bias-corrected bootstrap confidence intervals [-0.319, -0.017]) through job satisfaction did not include zero. This result indicates that job satisfaction mediates the causal relationship between employee-perceived social responsibility and turnover intention, providing support for Hypothesis D.

Whereas, bias-corrected bootstrap confidence intervals of the specific effect of employee-perceived social responsibility on turnover intention (p = 0.955; bias-corrected bootstrap confidence intervals [-0.058, 0.058]) through organizational commitment included zero. This result indicates that organizational commitment does not mediate the causal relationship between employee-perceived social responsibility and turnover intention, providing rejection for Hypothesis E.

Although many previous theoretical and empirical studies have argued that employee-perceived social responsibility positively affects his satisfaction, commitment, turnover intentions, and attitudes and behaviours directly or indirectly (Ellemers et al. 2011; Bauman and Skitka, 2012; Colson et al., 2015; Halim et al, 2011; Helton J., 2017; Boğan et al., 2018; khan et al., 2018; Wang et al., 2020 ; Paruzel et al., 2020 ; Paruzel et al., 2021 ; Chang et al., 2021); Tuzcu, (2014) has found nonsignificant relationships between the variables mentioned previously, and this is consistent with the current study's results, except that the previous results were reached using the ANOVA test on the previous relationships by controlling the latter with demographic and individual factors, on the other hand, the current study aims to investigate the net effects between the employee-perceived social responsibility and his satisfaction, commitment and turnover intentions. In addition, Chatzopoulou et al., (2021) have found that the correlations between

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employee- perceived internal social responsibility and his attitudes and behaviours have been nonsignificant.

In the current study, the effect of employee-perceived social responsibility on turnover intentions is transmitted only through job satisfaction. In addition, the latter directly affects turnover intentions, which means that all hypotheses except hypothesis B2 and hypothesis D should be rejected according to bias-corrected bootstrap confidence intervals. However, the previous results never indicate that the proposed model was wrong or the study has failed. But it may indicate that the model is not yet complete.

Zhao et al., (2010) method of mediating roles analysis provides additional options for describing this type of research model, especially in case of non-significant direct effects. Instead of rejecting effects in the previous case, the existence of omitted mediators can be expected, just as in the case of significant direct effects between two variables, except that the effects in the first case would be indirect-only mediation, while all mediation types can be expected in the second case.

The majority of the recent previous studies (e.g., Boğan et al., 2018; Paruzel et al., 2020; Paruzel et al., 2021), have presented the organizational identification as a mediating variable in the relationships between employee-perceived social responsibility and their attitudes and behaviours. Therefore, it may have an indirect-only mediating role at the beginning of the mediation chain between the employee-perceived social responsibility and turnover intentions. In addition, attitudes such as organizational trust, organizational justice, work engagement, and perceived organizational support can play mediating roles in the chain. It should be noted that adding any of the previous variables or others in the mediation chain may also affect the relationships' paths between the studied variables in the current study, as well as the patterns of mediator effects.

IV- Conclusion:

In this study, the main focus was on investigating the causal relationship between employee-perceived social responsibility and turnover intention through the sequential mediation of job satisfaction and organizational commitment using bias-corrected bootstrap intervals as a statistical tool to test hypotheses and Zhao's et al., (2010) method for the results analysis. The following results were reached*:*

- Employee-perceived social responsibility does not affect organizational commitment through job satisfaction nor directly. Therefore, the pattern here is no-effect non-mediation*;*
- Job satisfaction does not affect turnover intention through organizational commitment, but directly. Therefore, the pattern here is direct-only effect non-mediation. This result means a probability of the existence of omitted mediator variables between job satisfaction and turnover intention*;*
- Employee-perceived social responsibility does not affect turnover intention through the sequential mediation of job satisfaction and organizational commitment, nor directly. Therefore, the pattern here is no-effect non-mediation*;*
- Employee-perceived social responsibility decrease turnover intention through job satisfaction, but not through organizational commitment. Therefore, there is only an indirect effect of Employee-perceived social responsibility on turnover intention through job satisfaction but not through organizational commitment.

In short, the effect of employee-perceived social responsibility is all transferred through job satisfaction to turnover intention.

Based on the previous results, we conclude that employees' attitudes have an important role in the causal relationship between employee-perceived social responsibility and turnover intention. Therefore, it is necessary for corporations to attach great importance to the attitudes of their employees and to strive to implement practises that enhance positive attitudes among employees. This study has confirmed the role of job satisfaction in transferring the impact from employee-perceived social responsibility to turnover intention.

In sum, corporations should focus on practises that promote positive attitudes of employees towards them in order to be able to control their negative attitudes and behaviours.

Research's Limitation and Future Orientations:

This study focused on investigating the causal relationship between employee-perceived social responsibility that is directly related to his self-interests and turnover intention through job satisfaction and organizational commitment only, among the employees' attitudes and behaviours towards corporations. Hence, future research may reveal other negative behaviours and attitudes that can be controlled by the directly related employee-perceived social responsibility to his self-interest and even the non-directly related ones. The latter can be perceived by employees and affect their attitudes and behaviour towards corporations, therefore future research may study the effects of both.

- Appendices:

Table (1): Confirmatory Tetrad Analysis PLS results

Model-implied non-redundant vanishing tetrad	T-Value	P-Value	BCC[a]	Percentage of absolute corcausal relationship values below 0.1
$\tau_{EPSR,4678}$	1.76	0.07	-0.01, 0.16	00
$\tau_{EPSR,4687}$	1.29	0.19	-0.04, 0.17	
$\tau_{JS,3467}$	1.55	0.12	-0.05, 0.19	00
$\tau_{JS,3476}$	1.95	0.04	-0.03, 0.20	
$\tau_{JS,3468}$	3.13	0.00	0.01, 0.16	
$\tau_{JS,3684}$	1.07	0.28	-0.05, 0.02	
$\tau_{JS,3469}$	2.64	0.00	-0.001, 0.20	
$\tau_{JS,3478}$	2.91	0.00	0.008, 0.18	
$\tau_{JS,3489}$	2.70	0.00	0.001, 0.13	
$\tau_{JS,3679}$	0.72	0.46	-0.10, 0.05	
$\tau_{JS,3698}$	1.53	0.12	-0.12, 0.03	
$\tau_{AC1, AC2, AC3, NC1}$	1.00	0.31	-0.20, 0.09	00
$\tau_{AC1, AC2, NC1, AC3}$	1.43	0.15	-0.30, 0.12	
$\tau_{AC1, AC2, AC3, NC2}$	0.55	0.57	-0.18, 0.12	
$\tau_{AC1, AC3, NC2, AC2}$	1.39	0.16	-0.07, 0.22	
$\tau_{AC1, AC2, AC3, NC3}$	1.29	0.19	-0.24, 0.08	
$\tau_{AC1, AC2, NC1, NC2}$	2.89	0.00	0.01, 0.37	
$\tau_{AC1, AC2, NC2, NC3}$	1.30	0.19	-0.09, 0.28	
$\tau_{AC1, AC3, NC1, NC3}$	3.24	0.00	0.03, 0.36	
$\tau_{AC1, AC2, NC3, NC2}$	2.39	0.00	0.02, 0.46	

[a] Adjustment of 90% bias corrected bootstrap (two-tailed) confidence interval (CI) limits uses the Bonferroni method to account for multiple testing issues.

Source: Smart-PLS 3 reports

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Table (2) : Measurement Model Assessment

Item	LV	CR / CA	AVE	IR	Cross-loading				Fornell-Larcker Criteria			
					EPSR	JS	OC	TI	EPSR	JS	OC	TI
$EPSR_4$	EPSR	0.86/ 0.78	0.61	0.64	0.64	0.25	0.03	-.11	0.7	0.3	0.1	-0.1
$EPSR_6$				.093	.093	0.32	0.15	-.17	Heterotrait-Monotrait Ratio HTMT :			
$EPSR_7$				.085	.085	0.27	0.21	-.06	-	0.42	0.23	0.17
$EPSR_8$				0.66	0.66	0.14	0.08	-.08				
JS_3	JS	0.86/ 0.80	0.50	.078	0.16	.078	0.39	-.51	0.3	0.7	0.4	-0.5
JS_4				.067	0.06	.067	0.28	-.41				
JS_6				.064	.035	.064	0.26	-.21	Heterotrait-Monotrait Ratio HTMT :			
JS_7				0.77	0.25	0.77	0.43	-.48	0.42	-	0.56	0.67
JS_8				.063	.022	.063	0.33	-.35				
JS_9				.074	.038	.074	0.31	-.31				
AC_1	OC	0.86/ 0.80	0.50	0.74	0.26	0.43	0.74	-.39	0.1	0.4	0.7	-0.3
AC_2				0.67	-.00	0.38	0.67	-.22				
AC_3				0.68	0.15	0.25	0.68	-.27	Heterotrait-Monotrait Ratio HTMT :			
NC_1				.064	0.05	0.25	.064	-.20	0.23	0.56	-	0.48
NC_2				0.84	0.18	0.41	0.84	-.26				
NC_3				0.66	-.01	0.24	0.66	-.29				
TI_1	TI	0.86/ 0.76	0.67	.085	-.08	-.44	-.33	.085	-0.1	-0.5	-0.3	0.8
TI_2				0.83	-.16	-.52	-.37	0.83	Heterotrait-Monotrait Ratio HTMT :			
TI_3				0.76	-.09	-.37	-.25	0.76	0.17	0.67	0.48	-

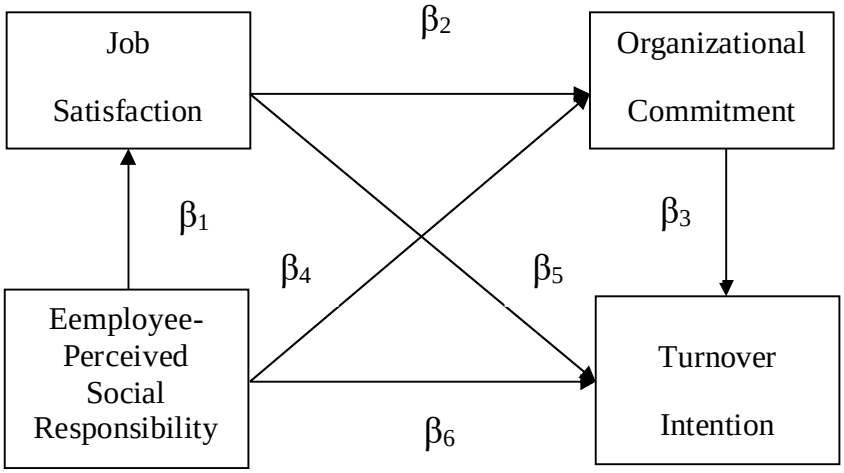
Source: Smart-PLS 3 reports

Table (3): Structural Model Assessment

Hypotheses	Sβ	T-Value	P-Value	Bias-Corrected Bootstrap Confidence Intervals		R^2	F^2	Q^2
				LL	UL			
Indirect $_{A1}$	0.159	2.594	0.010	-0.031	0.262	JS	EPSR-JS	JS
Direct $_{A2}$	0.009	0.071	0.944	-0.272	0.223		0.123	
Total $_{A}$	0.168	1.284	0.199	-0.229	0.364	0.109	JS-OC	0.052
Indirect $_{B1}$	-0.083	1.279	0.201	-0.209	0.042		0.269	
Direct $_{B2}$	-0.482	3.400	0.001	-0.747	-0.194	OC	OC-TI	OC
Total $_{B}$	-0.565	5.558	0.000	-0.744	-0.340		0.034	
Specific I_1	-0.159	2.036	0.042	-0.319	-0.017	0.234	EPSR-OC	0.096
Specific I_2	-0.002	0.056	0.955	-0.058	0.058		0.000	
						TI	JS-TI	TI
Indirect $_{C1}$	-0.027	1.072	0.284	-0.086	0.016		0.243	
Direct $_{C2}$	0.046	0.392	0.695	-0.191	0.263	0.328	EPSR-TI	0.190
Total $_{C}$	-0.143	1.146	0.252	-0.351	0.183		0.003	

Source: Smart-PLS 3 reports

Figure (1): Hypothesized model of the effects between Eemployee-Perceived Social Responsibility and Turnover Intention, and the Sequential Mediating Roles of Job Satisfaction and Organizational Commitment



The source: based on previous studies

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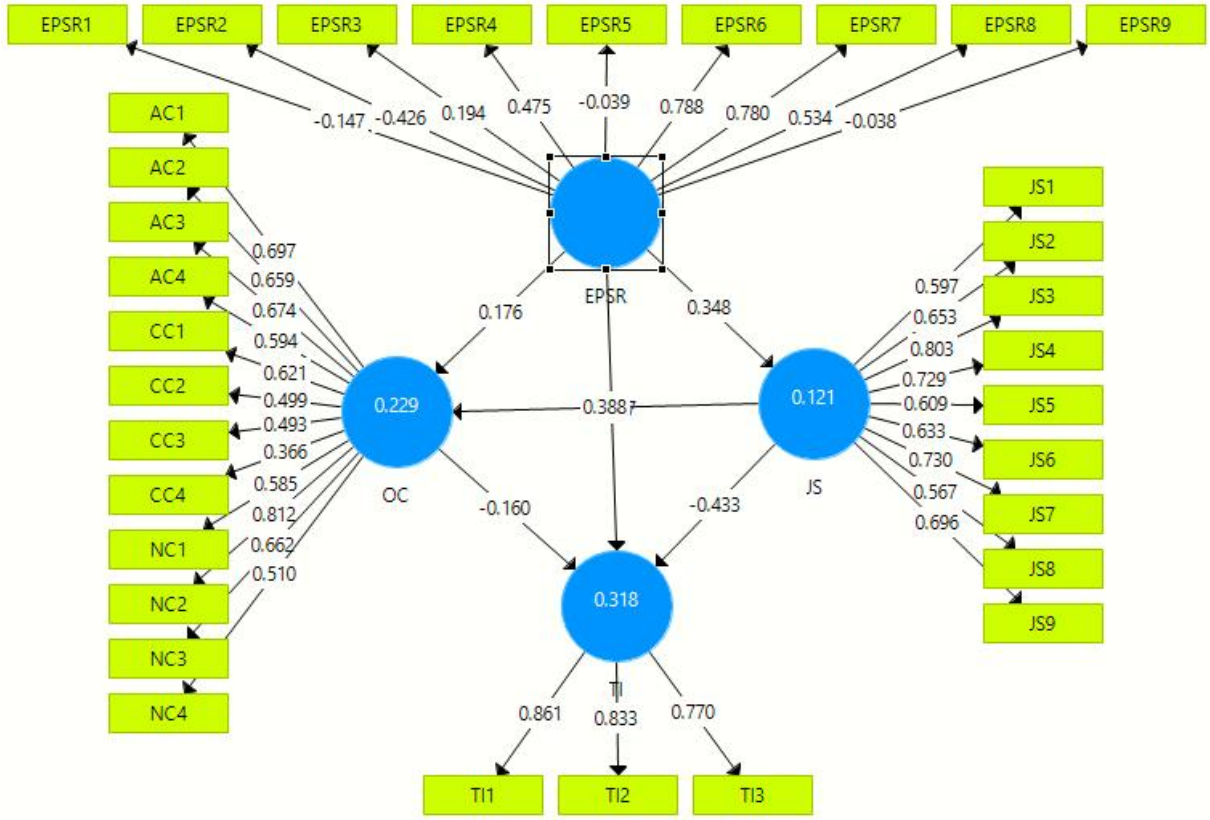
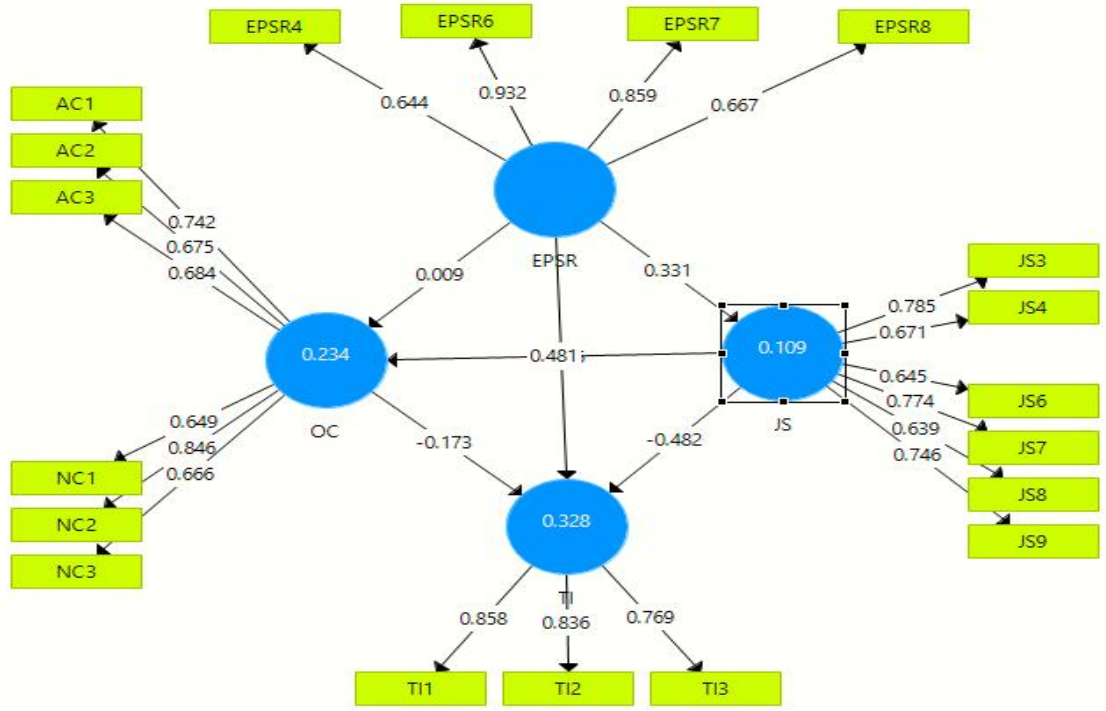
Figure (2): The Initial Measurement Model of research



Source: Smart-PLS 3 reports

Figure (3): The Final Measurement Model of research



Source: Smart-PLS 3 reports.

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