



INSTITUTO  
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DE LISBOA

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**THE ROLE OF THE PERCEIVED CORPORATE SOCIAL  
RESPONSABILITY IN THE RETENTION OF TALENT MEDIATED BY  
THE PERSON-ORGANIZATION FIT AND AFFECTIVE WELLBEING  
VARIABLES**

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Master in Human Resources Management and Organizational Consulting

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Organizational Behavior

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october, 2020



**BUSINESS  
SCHOOL**

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## Abstract

The current paradigm of our society has led many companies to be more concerned with what is around them and with their employees. The new generations that are already in the job market or are entering it are also very aware about these issues. They are not afraid to change jobs if they do not feel fulfilled and perceived that the company where they work only cares about the business and do not contribute positively to other things, so it is important to understand how the companies can lower the turnover intention. Considering this new reality, the initial objective of this work is to understand the relationship between the perceived corporate social responsibility(CSR) and the turnover intention. And understand if employees affective wellbeing and perceived person-organization fit are mediators of this relationship. To investigate the proposed model, an online survey was released to workers from different areas with at least three months of tenure in organization. The results showed that perceived CSR and turnover intention are negatively related, and this relationship is mediated by the perceived person-organization fit in the CSR dimensions related to the employees and to the community and environment. Employees 'wellbeing revealed no mediating effect in the analyzed relationships. This study reinforces an idea that companies need to show that they care about their employees and with the environment and community around them. It also shows the importance of the approximation of values and beliefs between the employee and the company to promote higher talent retention.

**Keywords:** Corporate Social Responsibility, Turnover Intention, Affective WellBeing, Person-Organization Fit

**JEL Classification:** Y40-Dissertations; **O150** Economic Development: Human Resources, **J630** Labor Turnover



## Resumo

O paradigma atual de nossa sociedade tem levado muitas empresas a se preocuparem mais com o que está ao seu redor e com seus funcionários. As novas gerações que já estão no mercado de trabalho ou estão a entrar também estão muito atentas a estas questões e não tem medo de mudar de emprego se não se sentirem realizadas e perceberem que a empresa onde trabalham só se preocupa com o negócio e não contribuem positivamente para outros temas, por isso é importante entender como é que as empresas podem diminuir a intenção de turnover. Tendo em conta esta nova realidade, o objetivo inicial deste trabalho é compreender a relação entre a percepção de responsabilidade social corporativa (RCS) e intenção de turnover. Perceber também se o bem-estar e o ajuste da pessoa e organização são mediadores desta relação. Para investigar o modelo proposto, uma investigação online foi lançada para trabalhadores de diferentes áreas com pelo menos três meses de antiguidade. Os resultados mostraram que a percepção da responsabilidade social corporativa e a intenção de turnover estão negativamente relacionadas, sendo esta relação mediada pelo ajuste da pessoa e organização nas dimensões de RSC relacionadas com os colaboradores e com a comunidade e ambiente. Este estudo reforça a ideia de que as empresas precisam de mostrar que se preocupam com seus colaboradores e com o ambiente e a comunidade ao seu redor. Mostra também a importância da aproximação de valores e ideias entre o colaborador e a empresa para uma maior identificação.

**Palavras-Chave:** Responsabilidade Social das Organizações, Intenção de Turnover, Bem-Estar Afetivo, Ajustamento Pessoa-Organização.

**JEL Classification:** Y40-Dissertations; **O150** Economic Development: Human Resources, **J630** Labor Turnover





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## Introduction

We live in an era where the generations that are starting their professional life or are preparing to enter the job market, do not see themselves working in the same place forever and are not afraid to change jobs to fulfill their desires and beliefs. A survey conducted by Deloitte (year) found out that 43 percent of this new generation wants to leave their jobs within two years, and only 28 percent are looking to stay beyond five years. Job Hopping is a real problem for the companies, according to Forbes (year) the level of turnover right now it is the highest that has been in 10 years. High level of turnover, and turnover is the voluntary withdrawal of an employee from an organization (Rosse & Hulin, 1985 cit in Duarte et al., 2015) this causes negative consequences on the companies, one of them being that it is expensive for companies to lose talent and replace them with new employees.

One of the biggest topics right now is corporate social responsibility (CSR), CSR is defined as the integration of social and environmental concerns in their business operations and also in how they interact with their stakeholders on a voluntary basis (European Commission, 2001), and companies are using this type of program to attract the best talent possible. This relation between CSR programs and external stakeholders of a company such as, investors, consumers, and potential future employees (Preto, 2016) has gap in the literature. Although there is a lot of understanding in terms of organization level, we need to have a better understanding in terms of individual level (Aguinis & Glavas, 2012). So, the focus of this study will be in a relation with the internal stakeholders, the employees of the companies.

In recent years, the concern about the environment and about helping others is growing among young people and even older people are showing more interest with these issues. Companies need to adapt to this reality, if they want employees that are more engaged with their companies and are loyal with their workplace. Bhattacharya and colleagues show in the article that when a company is contributing to the achievement of the goals of its employee, including personal interests, that will have positive consequences on the way that the employees feel, it even says “ one of the things that keeps me here is the some of the positive things that we do in the community” (Bhattacharya et al., 2008, p. 41 ). In the same study this positives consequences will then have an impact in the work inside the organization “External Outcomes, evident in both the focus group findings and interviews with executives, include a reduction in absenteeism and employee retention” (Bhattacharya et al., 2008, p. 41). Companies need to be aware of what are the needs of the employees, they need to share some values, that is the reason we include on our study the perceived person-organization fit (P-O fit) as potential mediator

between perceived CSR and turnover intention. P-O fit is defined as the compatibility between the individuals and the organizations (Kristoff, 1996),

If we look at the survey “Green Workplace” conducted by the Society For Human Resource Management(2008), the results show that 39% of the people are very likely to stay at the current organization as a result of the organization's environmentally responsible program and only 19% of the people think the other way around. This survey also helps us have some ideas about the importance that the employees give to these programs in their companies. The results show that 36% of the inquired HR professionals believe that their organizations would be interested in adopting an environmentally responsible program and when talking with the employees that belong to organizations that did not adopt this type of programs, 73% say that these programs are very important.

Deloitte (2019) on the survey that they conducted, found that 47% of the millennials and generation Z want to have an impact on the community and on the society, and other survey by Green Workplace (2008) conclude that 39% of the people are very likely to stay at the current organization as result of organization’s environmentally responsible program.

The fact that a company is trying to be more socially responsible it is also believed to contribute positively to the affective wellbeing of the employee because it makes them proud to work in a company that contributes positively to the society (Ng et al., 2019). Waddell and Burton (2007) defined affective wellbeing as “the subjective state of being healthy, happy, contented, comfortable, and satisfied with one’s life.” (as cited in Schulte & Vainio, 2010, p. 423).

This study aims to understand if perceived CSR is related with turnover intention and if perceived P-O fit and affective wellbeing mediate the that relationship.

The dissertation will start with a theoretical framework and will be followed by a description of the methods used and results obtained. It will end with a discussion and conclusion that will include some limitations of this study and suggestions for future research.

# 1.Literature Review

## 1.1 Corporate Social Responsibility

We should now look more deeply at some theoretical aspects that are part of our study to a better understanding. The first concepts of corporate social responsibility emerged in the end of the XIX century but only related with the philanthropic activities of the businessmen and not the relation between the organization and the different stakeholders. This relationship has been growing in terms of complexity passing from being a responsibility of the businessman to the organization as all (Duarte, 2014)

There was a great growth of literature related to this topic, in the decade of 60. Keith Davis emerged here as the first author to assume that socially responsible practices can bring economic gains to the organization (Duarte, 2014). Davis and Blomstrom (1966) defined that CSR applies when businessman have in consideration the interests and needs of the ones that can be affected by their business, but they also say that this topic is not only responsibility of the organizations but also of the different individuals. Sethi (1975) as cited in Lee & Chen, (2018), developed later a three-tier model to describe the three states of social performance of corporations: the first stage is CSR as an obligation to respond to legal and market constraints that exist, the second one is CSR as a responsibility to cope with the norms and expectations of society, and the last stage is CSR as a state of responsiveness to proactively engage in addressing social needs, needs from all type of stakeholders that company has and from the community around.

One of the most important frameworks about CSR came from Carroll (1979) that includes the fulfillment of economic, legal, ethical, and philanthropic responsibilities in the model of a business. This definition is so important and has been part of several studies because it put in words the importance that the firms have economically in a society (Carroll & Shabana, 2010). This model also constitutes the idea behind the Anglo-American model of corporate social responsibility.

In the nineties Carroll changed his model by building a pyramidal system with the four components already referred. The basis of the pyramid is the economic responsibility, as it underlies everything else. The level above is the legal responsibility because it allows us to know whether the behaviors are acceptable. Ethical accountability is the following component, and it constitutes a fundamental level as it implies the obligation of organizations to act fairly

and more correctly, taking into account the ethical expectations of society, and ultimately ends with philanthropic responsibility where the organization is expected to contribute in a broader sense to the enhancement of quality of life and welfare. This pyramidal system attempts to represent that an organization consists of different components that together build a whole (Carroll, 1991).

Stakeholders are an important part of the organizations and they are the group of individuals that can affect or be affected by the practices of the organization. Freeman (1984) has proposed in the eighties the Theory of Stakeholder that says that the organizations should try to balance the different interests of the various stakeholders, including the interests of employees, consumers and the suppliers, and not only the interests of the shareholders, since all these stakeholders have the power to affect the performance of the company. In terms of CSR this means that the organization should behave in a socially responsible way about their business decisions and practices, having in consideration everyone that can affect or be affected by it (Duarte, 2014). This theory suggests that if the organizations achieve this balance and have in consideration the needs of the various stakeholders, internal stakeholders will be positively supportive of external CSR practices and the external ones will also be supportive to internal CSR practices, but this positive reaction will highly depend how their interest are addressed by the organization (Shen & Benson, 2016).

Although there are numerous of different definitions of CSR, most of them consist in five different dimensions: the stakeholder dimension; the social dimension; the economic dimension; the voluntariness dimension and environmental dimension and it is based on the idea that corporations want and work to fulfil certain objectives and functions that goes beyond their direct economic interest and legal obligations (Dahlsrud, 2008). It is to know how to construct a CSR plan in the specific context that comes as a challenge to the business (Dahlsrud, 2008). To the present-day companies are still struggling how to balance all these dimensions to build a proper and complete program of corporate social responsibility inside their companies.

To help solving this big challenge on how to act in a socially responsible way, the European Commission launched the “Green book” as guide for the companies about CSR and creates a more modern definition of CSR, defining it as “companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” and they also give importance to the necessary engagement with the internal and external stakeholders (European Commission, 2001, p. 2). Later, in 2011 the European Commission releases a document that give emphasis to the responsibility for the

impact that companies have in the society and in the mitigation of negative consequences and maximization of value creation.

The European model of corporate social responsibility was developed by the European Commission and later adapted by Neves and Bento (2005). This model defends the voluntary and strategic use of a set of practices that goes beyond the legal duties and has the objective of contributing to a sustainable development. This model differentiates from the Anglo-American model by not focusing on the profit and legal duties of a business but rather on the voluntary organizational socially responsible behavior.

The European model of CSR adapted by Neves and Bento (2005) presents us three different dimensions, social, economic, and environmental, that are all divided in internal and external dimensions. The internal dimension is related with the company itself and the employees that work there, including topics like work conditions, HR management, promotion of inclusivity, security, and hygiene conditions, among others. The external dimension goes beyond the organization and is related to what is affected and/or is around the company. Environmental concerns, development of the community and promotion of voluntary among the collaborators are part of this dimension.

The concept of corporate social responsibility has been growing in Portugal and some events were held to promote this concept. Some organizations have emerged to support and contribute to this topic in Portugal, for example the Associação Portuguesa de Ética Empresarial and Grace Portugal, both of which have promoted and implemented corporate social responsibility practices among their associates. At the government level, in 2015 the National Sustainable Development Strategy was implemented with the main objective of making Portugal one of the most competitive countries within the European Union regarding environmental quality and social responsibility. In 2015, Aliança ODS was created with the approval of 2030 agenda, consisting of 17 Sustainable Development Goals, the United Nations Global Compact (UNGC) and the Portuguese network United Nations Global Compact Network Portugal were mandated to organize the business sector's contribution to the achievement of the SDGs.

Most of the barriers that companies put in front CSR are not related with the cost of doing it or the lack of financial support from external entities but actually attitudinal barriers by thinking that this type of practices are not related with their business or that they will benefit in anything by doing it ((Porter & Kramer, 2006). But there are several benefits associate with these programs such as new opportunities, innovation, and competitive advantage in the market (Porter & Kramer, 2006).



The World Economic Forum in 2002 has presented the idea that employees will become key-stakeholders for the organizations as the font of pressure to adopt more socially responsible behaviors and practices since they are the ones that contribute to the functioning of the same. Barnett (2007) presented Corporate Social Responsibility by a dual orientation to improve both social welfare and stakeholder relationships (as cited in Gond et al., 2010). As we presented before, the stakeholders are also very important for the success of these practices, they are important agents to make the companies adopt socially responsibility programs, but they also need to adhere and promote it. Other roles that increase the perception of these practices inside an organization are the fact that they beneficiate from it and are direct and indirect observers, they can beneficiate from it by being in a company that values work-life balance by promoting remote working or for example health care and they can be observers by seeing the impact that an organization has on the community around it and judge it. These different roles will have an impact on how they see the social performance of the organizations and these different perceptions can affect their relationship with it (Duarte, 2014).

CSR also emerges as an agent of change in the dynamics of social exchange between organizations and their employees, introducing a social component between the economic changes of the two parts. CSR can influence the norms of reciprocity by stimulating reciprocal behavior through social and citizenship behaviors and practices in the workplaces by improving socially and emotionally the employer-employee relationships. Second by adopting practices oriented to the community and stakeholders other than the employees, this will increase positive attitudes of the employees in relation to these stakeholders and, consequently, it can increase the support that they give to decisions that the companies may take to support certain causes and the contribution to these causes, according the process of gift and counter-gift (Gond et al., 2010). Companies benefit when the employees support them so they need to match the values of their employees and find a fit between the employees and the company.

## 1.2 Person-Organization Fit

Only more recently, researchers have started studying the relationship between the perceptions that the employees have about the social performance of their organizations and their attitudes and behaviors in the workplace (Aguinis & Glavas, 2012). The findings conclude that the employee's attitudes are significantly related with these perceptions that they have about the social performance of the organization. For instance, the perceptions that employees have of

their companies' CSR practices seem to be positively related with how they identify with the organization (Duarte & Neves, 2012).

Employees also have different reactions towards CSR practices depending if they are committed or not with this subject. If they are indeed committed with CSR programs, their identification with the company will increase but if they are indifferent and are not affected by the implementation of these programs their identification with the organization will remain low (Rodrigo & Arenas, 2008, as cited in Duarte, 2011). Tetlock (2000) as cited in Gond et al., (2010) comes with the idea that the different models of corporate management depend a lot on political attitudes, and so it is expected to see that the employee's idea about the right level of corporate social responsibility investment is reflected in their political attitudes. Employees that do not give importance to this subjects and do not see the impact that these programs can have on themselves or the others, will most likely stay in the same situation in terms of identification and commitment to their workplace and will not be influenced by it, whether the organization they work for decides to implement practices related with CSR.

It is believed that when the employees' perceived value is congruent with the organizational value it will have an impact on the employees' attitudes and behaviors related to their jobs in a positive way compared to when they are not congruent. Values are defined as beliefs that guide their decisions and actions, when the organization and the employees share similar values, we have value congruence (Edwards & Cable, 2009). Another study that supports this idea says that individuals who place a higher value on ethical behaviors are normally more attracted to socially responsible businesses with higher ethical standards than businesses that do not have this type of values (Zhang & Gowan, 2012).

Person-organization fit (P-O fit) is defined as the compatibility between the individuals and the organizations. Compatibility can be defined with two different concepts, the first one is the supplementary one, that happens when the characteristics of a company are similar to the ones that the individuals have. The second one is the complementary compatibility, when certain characteristics of the individual complete some that are missing in the organization or vice versa. It is believed that having high levels of P-O fit can increase the retention of the workforce (Kristof, 1996), in the sense that employees that feel stronger identification with their company will feel more embedded with the environment of their workplace and will be less likely to try to change to a different place. Another perspective about P-O fit it is the Needs-Supplies and Demands-Abilities Fit. The first one is related to whether the company satisfies the employee's needs and preferences and second one is the reverse relation, whether the employee has the abilities required for the demands associated with the work role. There is the need to

differentiate if the employee gets more satisfaction from their own needs or from the needs that others expect from them because it may help explain if employees remain committed to the employer when one or the other type of fit is not met adequately (Caplan, 1987). And we can see these demands and supplies as aspects are influenced by the characteristics of the employee and the organization. Kristoff (1996) recognizes these different conceptualizations of P-O fit that emerged during the years and define it as “the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs or (b) they share similar fundamental characteristics or (c) both” (p. 6).

We can also specify even more and talk about person-organization ethical fit and the perception that the employees have about this fit highly depends on the perception that they have about the company relation with CSR programs and this perception of ethical fit is different from employee to employee due to different levels of morality (Coldwell et al., 2008). Only after a certain period of socialization, it may start to appear some mismatches between the perceived image and the actual management, and this can help explain the process of staying or not in the company. One theory that helps explain this idea is the theory of Moral Development by Kohlberg (1981). The author proposed that are three stages of moral development, the first one is the pre-conventional stage, corresponding to the level of morality that we can find in primary school and is related with obedience and punishment. The second stage is the conventional one and it emphasis behaviors that gain approval by the others and also the behaviors that follows the norms and laws of a society. The third stage is the post-conventional stage that is characterized by the idea of having genuine interest in the welfare of the others and the respect for the universal principles (Coldwell et al., 2008). The ethical values that represent both the individual and the organization are believed to influence the moral reasoning of the individuals contributing to the moral development of an employee (Ambrose et al., 2008).

One theory that we can relate with the identification between individuals and organization, is the theory of Social Identity, that says that people tend to classify themselves into different social categories and these different categories are defined by certain characteristics that the members have. Additionally, organization identification is defined as “the perception of oneness or belongingness to the organization” (Ashforth & Mael, 1992 p. 104). Social Identity theory has two processes underlying, the first one is the categorization, this is a cognitive process that highlights those aspects that are group-distinctive stereotypical perceptions. This process is related with certain unique characteristics that are easy to identify and that others think of when meet a certain group. The second one is the self-enhancement, which is a way to

favor the group by comparing to other groups, people need to be in a favorable position in relation to relevant others (Hogg et al., 1995). Looking this more in terms of organization, the individual's social identity can come from the group or the department where he or she works, this theory believes that employees tends to identify more when they perceive that the organization is seen as highly prestigious and has an good image and that contributes to the enhancement of members' self-esteem (Ashforth & Mael, 1989). Identification leads individuals to see themselves by the characteristics that they have in common with the other members of their group. But not only the identification contributes to social identity, but also contextual factors, such as events that speak to a group membership (Van Knippenberg, 2000). This theory suggests that employees tend to reinforce their self-esteem and improve their own image by identifying with groups and organizations recognized for their social engagement and responsibility (Gond et al., 2010).

This theory helps explain why employees give importance to CSR practices inside a company. First these practices are seen as traits that form the "personality" of an organization, contributing to be more distinctive than other companies. Second, the self enhancement process is very important in terms of the organization environment, employees feel better inside their workplace when they feel that the company that they work for is recognized by the others. This feeling of being proud of their organization can have a positive impact with their commitment and intention to stay. As stated by Gond et al. (2010), "employees would rather work for a good citizen that contributes to the welfare of society than for a poor citizen that cares only about itself" (p. 14). CSR acts then as a mechanism that increases how the employees feel in terms of belonging in an organization by fostering meaningful connections between the organization that they work for and the community (Lee & Chen, 2018).

Employees feel prouder when they see that their company is doing something that goes beyond their core business and is willing to spend resources in the different interests of the different stakeholders. And people nowadays, as we said before, are more worried about different issues and want to have a positive impact in society. When there is a strong perception of CSR the employees should see more evidence of morality and respect for what is around by the company. The feeling of pride tends to cause strong embeddedness to the company, organizational embeddedness is a psychological bond that motivates the employees to stay inside the company. A study by Ng et al. (2019) concluded that employees feel prouder when they work for a company that they perceive as being socially responsible. We can say that the external prestige that the employees perceive has a positive relation to the degree of identification that the employees have with the company. Past studies have shown that this

degree of identification is based on the admiration that others have to the organization. Being a member of a social valued company creates, as earlier mentioned, a feeling of pride that will consequently increase the employee-organization identification. Employees' perceived external prestige is formed through different sources such as word of mouth and internal communication about how others that do not work in the company perceive it and with that will compare their organization practices with others. Employees are also responsible for the good image of the company; past research has identified that the participation of employees in social causes can create and increase the good reputation of a company (Kim et al., 2010)

One model that forms the basis of P-O fit is the Schneider's Attraction-Selection-Attrition (ASA). The ASA model says that individuals are attracted to, selected by and stay with an organization that matches their characteristics. In the attraction and selection stage the people that share the same values as the organization will be recruited by it. But is the attrition stage of this model that helps us give more strength to our study, this stage suggests that the employees who have a stronger fit to the organizations are more likely to stay in their job. However, if the P-O fit is not strong enough, the ASA model implies that the employees will eventually decide to leave the company (Kristof-Brown, 2005).

High PO-fit implies that the organization and the employee share common concerns and have a common frame to interpret different events. This is characterized by a relationship with a high exchange of information and improved communication (Boon & Biron, 2016). It is very important for the employees to feel that their company is transparent with themselves and communicates openly about different issues. This will help build a common frame that is talked before, to understand certain decisions that company may or not take in their business plan.

Individuals that identified with their organization also perceive their work situation in a more positive way. When someone is strongly identified they will see neutral or negative events in a less negative way because they will understand the importance of certain practices to achieve the organization's goals (Van Dick et al., 2004). Another study shows through their results that the compatibility of an individual with the organization goals and values is a significant predictor of their intention to leave the job (Kakar et al., 2019). When employees are immersed in the culture of the company and identify with the values and practices that they see, they will more easily defend the company when negative events affect their workplace because they identify and understand what the company is doing. Consequently, these situations will affect less this type of employees than the ones that do not understand and do not feel that the values between them and the company are congruent.

Role theory says that identity can be intensified through participation in activities and practices that are linked to a certain behavior (Kim et al., 2010). Applying this to our case we can say that employees by participating in CSR activities will see their behavior change, as this activity can lead to a stronger identification by providing opportunities to the fulfillment of the employee's needs. Studies have concluded that there are several benefits resulting from the participation of employees in corporate responsibility programs, employees will experience more satisfaction with the company by seeing that it cares with others and not only the performance and profit. Peterson (2004) concludes that the employees that participate in this type of programs have a stronger commitment to the organization than the ones that do not participated. This can be explained by what we stated above with the Role theory, employees by being part of this programs will go through an identification process and will consequently share the same values with the organization. Working in an organization that is aware of the needs of the employees and match their values can contribute as consequence to the improvement of the wellbeing of the employee by means of creating feeling right or feeling wrong experiences (Roczniewska et al., 2018).

### 1.3 Affective Wellbeing at Work

Wellbeing at work can be defined as the concept that characterizes the quality of working lives, including aspects of occupational safety and health and not just the absence of negative events (Schulte & Vainio 2010). It may also influence the level of productivity at individual, enterprise, and societal levels (Schulte & Vainio 2010). But trying to define wellbeing can be very challenging because there are multiple dimensions of wellbeing, and while the most common types are physical, psychological and social there are other dimensions such as financial and green (Kowalski & Loretto, 2017). Focusing on affective wellbeing that will be the variable used in our model, Waddell and Burton (2007) defined it as “the subjective state of being healthy, happy, contented, comfortable, and satisfied with one’s life.” (as cited in Schulte & Vainio, 2010, p. 423). While The Chartered Institute of Personnel and Development in 2007 presents a definition about wellbeing inside the workplace that consists in “creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization” (p. 21). Motivation theories acts as the basis to understand affective wellbeing, by trying to explain why people behave in a certain way, in the organizational context. Companies need to understand

the motivations and needs of their employees to provide them the conditions to make them feel good inside their workplace (Krainz, 2015).

Studies around quality of working life as an antecedent of work related to affective wellbeing started to appear in the 1960's, but in 1974 Walton come up with eight conditions to a higher quality of working life, and it includes covering a safe and healthy working environment, the development of human capacities, growth and security, social integration, rights and representation, the social relevance of work, consideration of the total life space and adequate and fair compensation (as cited by Guest, 2017). All these conditions can be integrated in human resources practices, and most of these conditions can be supported by a specific set CSR practices.

This combination of CSR and human resources practices (HRM) emerged as concept by Shen and Zhu (2011). The author called it Socially Responsible Human Resources Management (SRHRM) and defined this as HRM practices that are more than just providing a superior wage and better working conditions, but also includes providing corporate social responsibility (CSR) training, and taking into account of employees' social performance (Abdelmotaleb & Saha, 2019) A study by Abdelmotaleb and Saha (2019) shows that SRHRM contribute to employee affective wellbeing by the impact that has on perceived organizational morality. This perception is believed to induce positive feelings and a better relationship with the company. Rangarajan and Rahm (2011), as cited in Shen et al.,( 2016) found that companies that adopt this kind of practices by using SRHRM are showing to existing and future employees that they have an agenda that cares about socially and environmental related issues. Companies are starting to adopt more this type of HR management and this is very important because CSR most of the time is very focused only on the environmental or economical dimensions, and the social dimension is not as developed as the first two aspects, and this type of management appears as a way to develop this last aspect.

There are two perspectives about affective wellbeing, the first one is the Hedonic perspective and is related with happiness (Keeman et al., 2017). This perspective includes three different components: Life satisfaction, the presence of positive mood, and the absence of negative mood. The second perspective is the Eudaimonic one, that believes that for affective wellbeing what is important is the engagement in certain activities that will contribute for the growth of the person (Keeman et al., 2017). Employees feel more engaged when they feel that the company invest in them and in their qualifications. The improvement of certain skills will not only be important for the company to perform better but will also be important for the employees to feel more comfortable with tasks that they are presented to do it. This perspective

is more focused on self-realization while the first is more about getting pleasure and avoiding pain. In the current study will be focus more on the Eudaimonic perspective, the perception of CSR is influenced by certain internal policies and activities with impact in the society that will match the values of the employees and will contribute for wellbeing of the employee.

Corporate Social Responsibility as we have seen before can be divided in two dimensions, internal CSR, and external CSR (Neves and Bento, 2005). To explain this relationship between wellbeing in the workplace and the intention of leaving a job, we will focus more on the internal dimension. This type of CSR is characterized by companies' concerns regarding internal stakeholders, including issues that help improve the quality of life in the workplace, such as decent work, security and hygiene conditions, work-family balance, recruit in a fair way without discrimination, improve workplace environment. These practices can be seen by the employees as steps that the organization is taking to improve their affective wellbeing (Peng, 2014). A factor that contributes to the affective wellbeing at work of the employee is their satisfaction with - work and life balance (Scanlan et al., 2013). This is a topic that is being more and more discussed to find the right solutions. Employees more than ever do not want to be in a place where it eliminates the possibility of having a social life or it obliges the employees to spend less time with their families. This problem can be taken care of with certain practices related to internal CSR, such as working remotely, extra days of vacations, and reducing hours to new parents, among others.

A poor work-nonwork balance can be a cause of stress and burnout and is a consequence of excessive demands from the companies. One model related with affective wellbeing is the Job Demand-Resources Model (Bakker and Demerouti, 2007)). This model explains that affective wellbeing, reflected in low levels of burnout and stress and high levels of work engagement, is the balance between the job demands( including workload, work-non-work conflict among others), and the resources that the employees have to do it (Guest, 2017). It is very important that companies, as we said before, fight this problem and promote practices that enhance affective wellbeing and not only performance. For this is important that the companies address the interests of both the employees and the employers. Gouldner (1960) suggests that there is always reciprocity in the concept of the employment relationship and so when the companies promote practices related with the affective wellbeing of the employees they will respond with higher performance and engagement (as cited in Guest, 2017).

It is also argued that this relationships between the employee's wellbeing and perceived CSR initiatives may be stronger when perceived CSR initiatives are in accordance with the employee's psychological needs and concerns (De Roeck & Maon, 2016). A study by Su and



Swanson (2019) focused on hotel employees also tried to prove this relationship. The study concludes that there is a positive relation between the identification with the organization and the perceived CSR and it also concludes that this last variable has a positive relation with employee affective wellbeing. In addition, the empirical results from the study also proved the level of trust in the organization will have an impact in the affective wellbeing of the employee (Su & Swanson, 2019).

Wright and Bonett (2007) found that employees low in both job satisfaction and wellbeing were much less likely to stay on the job. Fisher and Hanna (1931) also argued that employee wellbeing was “responsible to a much greater extent for labor turnover than is commonly realized” (p. 233). They proposed that around 90% of employee turnover and 50% of absenteeism were explained by issues related with the employee affective wellbeing (as cited by Wright & Bonett, 2007). Wright and Bonett (2007) conclude in their study that the probability of turnover tends to be higher when the affective wellbeing is low. Working on the affective wellbeing of the employees of a company is crucial to maintain the workforce inside a company, since employees that do not feel well inside the workplace eventually will search a place with better conditions for them, and this is even stronger among young workers that can risk to lose a secure job to go to a place that make them feel better.

The environment inside a company is an important factor to the employee affective wellbeing and it is believed that when the company supports and promotes CSR practices and demonstrates that to the different stakeholders this could have a positive impact in the affective wellbeing of the employees. And this relationship is stronger when it goes in accordance with the employees’ concerns and needs (Su & Swanson, 2019). A study focused on the hotel business by Su and Swanson (2019) concluded that when employee’s affective wellbeing is higher this will have a positive impact on their green behaviors. Feeling well inside a company generates motivation to be part of activities and practices that are not only related with their functions, when employees are unhappy and feel demotivated they will only look at the job that they have to do and will not participate in extra activities inside the company. Also, firms that have socially responsible initiatives can improve the relationship between the employees and the organization, but for this is very important that they have a clear understanding about the practices and activities. When the companies tries to create an idea about their commitment to this kind of practices that is not true and is just doing to achieve certain recognitions and avoid, for example, boycotts to their products or services, it will have a negative impact in the end, because employees will feel that they cannot trust the place they work for. So it is important for the organizations to create a long term relationship with this kind of practices so that the

employees believe in the true commitment of the organization and rather just see it as a policy that they are creating to follow because it is trending right now (Drumwright, 1996, as cited in Lee & Chen, 2018).

Edgar and Geare (2005) showed that that practices related with the improvement of safety at work and promotion of equal opportunities are important to increase job satisfaction (cited by Celma-Benaiges et al., 2016). Other studies show similar relationships but with different practices that we mentioned before like work-life balance, one of the studies is by Haar et al. (2014) that says that work-life balance is the key to a greater job satisfaction. Stress is related to excess working hours, insecurity, and lack of trust in their managers, this negatively affects the wealth of the employee and will consequently decrease their quality of working life (Celma-Benaiges et al., 2016). We can conclude that internal practices that aim to increase satisfaction and decrease the excess of workload will have an impact on the wellbeing on the employee. Absenteeism and consequently turnover intention are caused very often by the low level of affective wellbeing that the employees may feel through the time.

#### 1.4 Turnover Intention

Turnover refers to the voluntary withdrawal of an employee from an organization and it set to be the final stage and the beginning of the creation of a psychological and physical distance from their workplace (Rosse & Hulin, 1985 cit in Duarte et al., 2015). And even if the act of leaving a job is just the opposite of staying in the job, the causes that lead to the intention of leaving the company are very different from the ones that make an employee stay in the organization (Hom et al., 2017).

A model that explains turnover intention was proposed by Lee and Mitchell (1994), the Unfolding Model. It says that the employees suffer shocks that make the employees evaluate their current situation as well as if there are better alternatives for them outside the organization. This shock is not necessarily related only with negative events. And the way that employees interpret the shock in terms of social or cognitive context will give a frame of reference to interpret this shock. This model has four different paths of turnover. In the path number one, the shocks activate a preexisting plan that the employee has about leaving the company. Path number two is about how some negative shocks in the job violate the values that the employees have, and this will have them rethinking the attachment that they have to the company. In the third path, the shock comes by unsolicited job offers that make the employees compare their current situation to the offers that are receiving. This comparison is not only related with the

wage conditions but also with the values and goals of the company. The fourth and last path is related with the satisfaction of the employee, when they are not satisfied with their job, they end up quitting the present job after looking for another job. Later research determined that the workers that voluntarily leave their workplace, do it following one of these paths (Hom et al., 2017).

The Job Embeddedness Theory looks at the problem of turnover with a different perspective. This theory tries to explain not why the employees leave their jobs but instead why do they stay in their jobs. According to the research this could be because of several reasons, one that can be helpful for our study is the community embeddedness (Hom et al., 2017), since some practices of CSR are related with giving support to what is around the organizations. We can try to conclude that when an employee feels part of a community, they are more likely to feel satisfied when they see their workplace create practices to help it. Job Embeddedness can also attenuate certain shocks that cause negative consequences on the employee, such as intention to leave. When they feel that they are not part of their job and feel stuck in it this will cause several negative psychological consequences (Hom et al., 2017).

Maertz and Campion (2004) created a framework that combines both how and why people decide to leave their jobs. For this purpose, they identified four types of decision based on the different motivational forces. Impulsive quitter is one type and occurs when someone leaves their job without having a plan. We also have the preplanned quitter that leave with already a well-constructed plan in mind when a certain event occurs. Conditional quitter occurs when an uncertain event happens in the future, and the last one is the comparison quitter when the employees leave for an alternative job (Hom et al., 2017).

In the present days, the two factors that contribute most to a decision of leaving the organization are job satisfaction and perceived alternatives and these should influence independently the employee's decision (Holtom et al., 2008) Meyer and Marx (2015) also concludes that job satisfaction and organizational commitment contributes to the employees' turnover intention. More than ever companies need to be more competitive not only with their products but also as an organization and this is more important with young workers, since they will not have a strong tie with their workplace, if they feel that they are not satisfied with the job or if they found a place with better conditions for them, they will be more likely to change their workplace. CSR activities can decrease this intention to leave by the employees because of three reasons. The first one is the fact that the organizations that are engaged with this type of activities makes the employee more aware about the ethical values present inside the company and that they are socially responsible. The second reason is the pride that comes by

being part of organizations that promote responsible behaviors, and this leads to a stronger identification. Lastly the third reason is the fact that the current work conditions can be improved with certain practices related with this subject and create a more positive work experience (Ghosh & Gurunathan, 2014).

Turnover has many negative consequences inside a company and that includes the recruitment and training of new employees, decrease of motivation and team engagement for employees that continue working in the organization and also the loss of high quality employees (Hinkin & Tracey, 2000). All these consequences also translate in loss of money and resources to substitute an employee that leaves the company. Losing qualified employees is very harmful for the business, not only is the employee that has knowledge and insights but is probably also losing them to competitor companies, this can translate in losing competitive advantage in the market they operate. Companies can also lose quality service when losing employees that have good performance and have direct impact in the services and products that are produced by the company (Hinkin & Tracey, 2000). Also the image that is being shown to external people can be damaged with a high level of turnover and this can result in a decrease of trust that the investors have on the company, making them think twice about investing in a company that is having crisis in terms of employees, and even potential employees by seeing this situation, can lose interest on apply to a job there (Hinkin & Tracey, 2000).

Past research has identified two arguments that support the negative relation between person -organizational identification and the intention to leave the job. The first one defends that the stronger is the identification with an organization the more easily the employee will adopt the norms and values of it. This strong identification should be associated with support for the organization and for the members and this will be leading to a stronger intention to stay in the organization. The second argument defends that when the employees identify with the organization, they will incorporate certain characteristics of the organization in their self-image so if they leave it they will lose part of themselves. This again should result in lower intentions to leave (Van Dick et al., 2004). We can conclude that one big step that companies should take to keep their talent workforce inside the company is working on ways to understand how to create a strong identification with their employees. This identification can be built by listening to them and understand what are their individual and group needs, as we said before, employees are a strong stakeholder with enough power to affect the business of a company when they are not satisfied with their job.

Ethical climate is the perceptions that the employees have about the organization's ethical practices and values (Mulki et al., 2008). Corporate social responsibility influences how is the

ethical climate inside an organization is perceived, so when there is an enhancement of the ethical climate in a company is believed that CSR is important for them (Shafer, 2015). Past research has shown three different explanations for the relation between ethical climate and turnover intention. The first one is the Attitudinal theory that says that the employee's evaluation of a practice conducted by the organization will cause certain attitudes that will explain behavior intentions, so positive evaluation of the ethical climate will lead to an increase of job satisfaction and, consequently, lower levels of turnover. The second explanation says that when employees work in an ethical climate, they will trust their supervisor more and are less likely to leave their jobs. The last one concludes that an ethical climate provides information about what are the behaviors that are appropriate and this will reduce the level of stress of the employee, consequently reducing the intention to quit an employee (Mulki et al., 2008). Carroll (1987) as cited in Coldwell et al., (2008) presents three different models of ethical management that influence the ethical climate of an organization, the first is the immoral management that implies a strong opposition to what is ethical and that the company only cares about profit. The second one is amoral management that is constituted by intentional amoral management, when the decision does not include ethical aspects in their decisions deliberately and the unintentional amoral management where management overlooks sometimes ethical issues. The last one is the moral management when the decisions are fair and have in mind the others (Coldwell et al., 2008). Throughout the years companies are trying to be more moral, and there are fewer companies that can survive by being amoral and not care about ethical issues. Companies that normally show lack of interest in these issues are faced with negative critics and will eventually lose market to companies that are socially responsible.

CSR can be used as a tool of internal marketing but can be limited but four issues. The first issue is the lack of awareness with issues related with CSR, some employees have a vague or no idea about the practices that the companies already implemented while other employees want to know more and cannot find enough information. Companies can spend a lot of resources with CSR but if they fail to inform and involve their employees, this will not have an impact on them. This issue can be easily solved by using proximity programs to engage. The second issue is unsuccessful fulfillment of the employee's needs by the CSR programs. Internal CSR practices is a tool that can be used to fulfill these different needs (Bhattacharya et al., 2008). This two issues can be very related, because by involving the employees in certain decisions related with CSR, the company will improve awareness and knowledge about their practices among the employees and can collect information about what is more important for them and are closely related to their needs.

The third issue is the lack of knowledge about what outcomes can employees produce with the different inputs that CSR programs offer. When talking about the fulfillment of needs, one outcome that can emerge is the identification with the company, as we said before employees with stronger identification will absorb certain characteristics of the company and it is believed that there will be a stronger identification when employees feel that their workplace is socially responsible and are inspired to work better. Through identification, employees will feel more motivated that can result in a better performance inside the company, and this is one of the outputs that are more desired by the companies and most of the times they do not associate with CSR programs. The last issue is the Top down approach of CSR. Research has found that most of CSR policies are developed at CEO level and does not include participation of the employees, and this will translate in a feeling of lack of ownership by the employees. It is important to encourage the participation of them in the creation of these policies and empower them to participate. CSR is a topic that is always changing and growing in terms of importance, right now stands as something essential to the corporate strategy of the company and to have the full returns of it they need to surpass these different barriers (Bhattacharya, 2008).

Not only does the company need to worry about individual intentions to leave but also with the turnover contagion process. When employees start to engage in certain behaviors to leave their workplace this behavior can spill over to their co-workers. One process that can be responsible for this, is the need of the individuals to compare with others. Research has shown that when people realize differences between relevant others, they are more likely to change. In a team, the employee tend to look to the others to evaluate situations of risk, and if he/she sees more and more people looking for alternative jobs and he/she probably will also think of initiating this process (Felps et al., 2009). Collective turnover is the aggregation of individuals' decision to leave their jobs and the consequences can be greater than the ones at the individual level (Nyberg & Ployhart, 2013). Employees tend to create closer relations with the colleagues that they work the most and seeing them leaving the company or thinking about that decision will create a negative image about the current state of the company. One person's decision about leaving his/her job can create an atmosphere of doubt and uncertainty inside a team that can result in collective turnover.

Turnover intention can be a real problem to the companies especially if it affects more than one person inside an organization, so we need to understand how to decrease it. Our study aims to help this through the understanding if perceived CSR can negative affective turnover intention with the perceived affective wellbeing and P-O fit as mediators.



## 2. Research Model and Hypotheses

The aim of this study is to proceed with an analysis about how Perceived corporate social responsibility is related with turnover intention and confirm that affective wellbeing and person-organization fit have a mediator effect on this relationship.

To study the relation between perceived corporate social responsibility and turnover intention, a tri-dimensional perspective to the conceptualization and measurement of CSR similar to Duarte and Neves (2011) will be adopted. This perspective aggregates three different dimensions of CSR, namely Workers, Community and Environment, and Economic.

Based on the literature review, it is hypothesized that employees' perceptions regarding their companies' engagement in CSR practices in the three dimensions previously mentioned will decrease the intention of leaving the organization. This relationship is explained by the increment of the level of P-O fit perceptions and affective wellbeing as result of CSR perceptions. The literature has established that these two variables are relevant predictors of employee's voluntary turnover intentions. The research hypotheses are:

H1: Perceived CSR is negatively related to employee turnover intention.

H1a: Perceived CSR towards employees is negatively related to employee turnover intention.

H1b: Perceived CSR towards community and environment is negatively related to employee turnover intention

H1c: Perceived economic CSR is negatively related to employee turnover intention

H2: Perceived person-organization fit mediates the relation between perceived CSR and turnover intention.

H2a: Perceived person-organization fit mediates the relation between perceived CSR toward employees and turnover intention.

H2b: Perceived person-organization fit mediates the relation between perceived CSR toward community and environment and turnover intention.

H2c: Perceived person-organization fit mediates the relation between perceived economic CSR and turnover intention.



H3: Affective wellbeing mediates the relation between perceived CSR and turnover intention.

H3a: Affective wellbeing mediates the relation between perceived CSR towards employees and turnover intention.

H3b: Affective wellbeing mediates the relation between perceived CSR towards community and environment and turnover intention.

H3c: Affective wellbeing mediates the relation between perceived economic CSR and turnover intention.

Depicts the simplified double parallel mediation model of the present study.

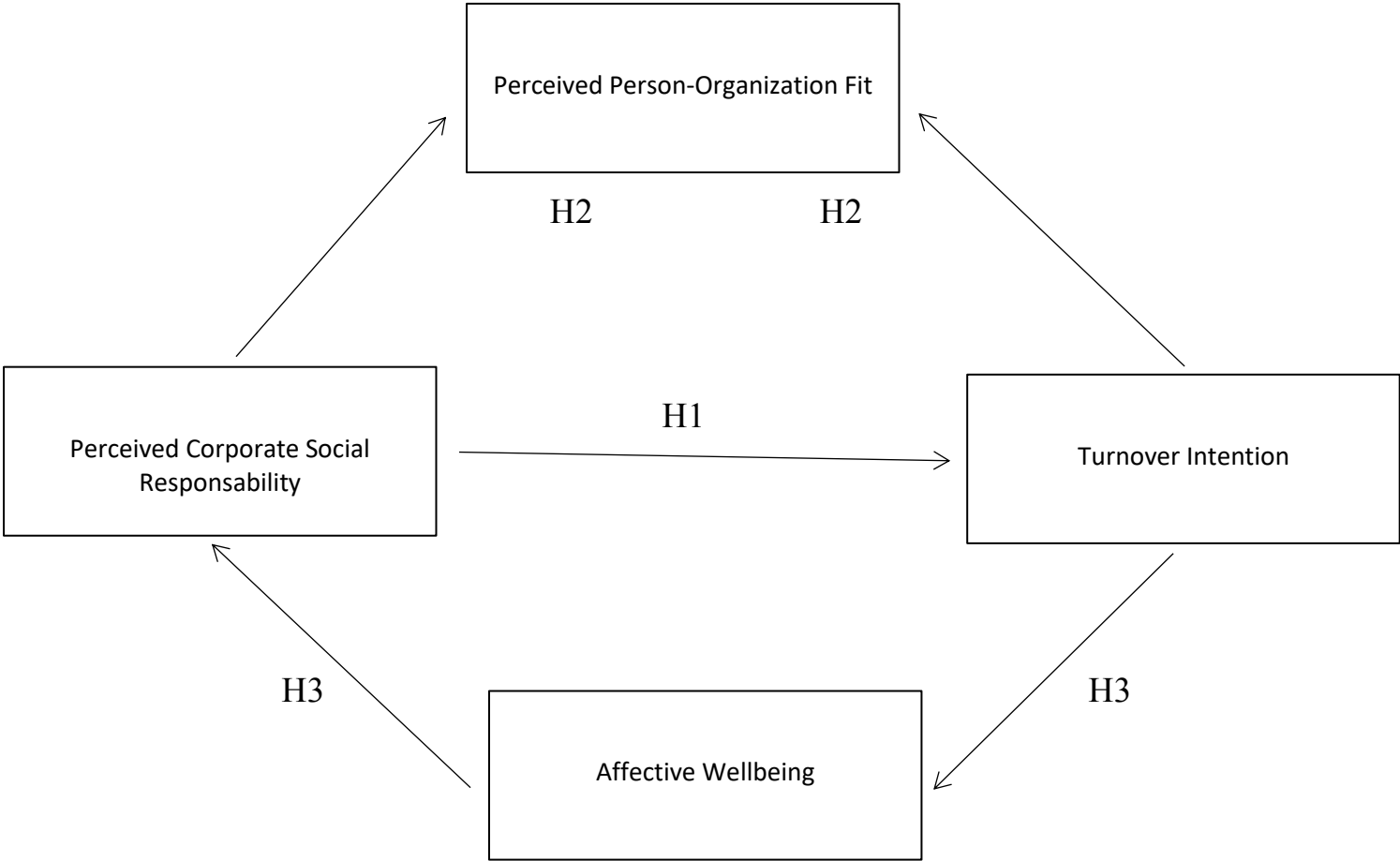


Figure 1.1. Research Model

### 3. Method

This study follows a quantitative, transversal, and correlational approach. A questionnaire was used to collect data on the variables in the research model.

#### 3.1 Procedures and Participants

The questionnaire created to collect the data for the study was developed using Qualtrics software and shared in LinkedIn and other social networks, such as Facebook and WhatsApp. The participants were identified from the Portuguese employed population and had to be working for at least three months for the present employer.

It is important to say that this study was conducted during an unusual context, because Portugal (and almost the entire world) was in lockdown due to the COVID-19 pandemic and most of our participants were homeworking at that time. Regarding this situation the participants were told in the introduction to answer thinking about their work situation prior the pandemic.

The questionnaire was reached by 313 individuals, but only 213 have completed the entire set of questions. After an initial screening, only 190 answers were taken in account since some participants did not meet the inclusion requirement of working for at least three months in the company. This was the only requirement, so the sample is a non-probabilistic one.

The age of the participants that collaborated in the study is between 21 and 67 years, with an average of 34.01 years and a standard deviation of 12.95 years. Regarding gender, 60.52% were female. The participants are highly educated, with only 6.80% of the participants not having a bachelor's degree, 46.8% have a bachelor's degree and 46,33% have a level of education higher than bachelor's degree. In terms of seniority, it varies between three months and 40 years with an average of 5.47 years and standard deviation of 8,78 regarding the employment situation 64.71% of the participants have a permanent employment contract and 35.33% have a fixed-term employment contract. 74,21% of the participants do not have a leadership position.

Describing the organizations where the participants worked at the time of the study, 93.50% of the individuals work in the tertiary sector and only 1.62% in the primary sector. 77.91% work in a private organization and 17.45% in a public one. Regarding if it is a for-profit or non-for-profit organization, 76.82% of the participants work in a company that is profit oriented. Lastly 41,12% of individuals work in a business with more than 250 workers, 27.95% between 50 and 250, 13.71% between 10 and 49 and 17.45% with less than nine workers.

## 3.2 Instruments

The questionnaire was composed by the following scales.

### 3.2.1 *Perceived Social Responsibility Scale*

Employees' perceptions regarding the engagement of their companies in socially responsibility practices was evaluated using the Perceived Social Responsibility Scale by Duarte (2011). This scale is composed by 16 items, divided into three different areas, seven items related to CSR towards employees (e.g. "Fulfils labour laws") six items regarding CSR towards community and environment (e.g. "Gives support to social causes"), and three items of perceived economic CSR (e.g. "Strives to be profitable") (annex B). The Cronbach's alpha coefficient is 0.83 for CSR towards employees, 0.88 for CSR towards community and environment, and 0.73 for perceived economic CSR, which means that the three subscales are good in terms of internal consistency.

Respondents were asked to indicate in a Likert-type response scale with five points where one: "Strongly disagree" and five: "Strongly agree" the degree to which each statement in the questionnaire applied to the organization.

### 3.2.2. *P-O FIT*

The employees' perceptions of the level of adjustment to their organization was measured using the Person-Organization Adjustment Scale developed by Delgado (2011), as a result of the adaptation of three items used by Saks and Ashforth (1997), as cited by Delgado,(2011) and the development of two new items by Delgado (2011), originating a scale composed of five items (e.g. "This organization fulfills my needs ") (annex C). Cronbach's alpha coefficient is 0.90.

Respondents were asked to indicate in a Likert-type response scale with five points where one "Totally Disagree" and five "Totally Agree" the degree to which each statement in the questionnaire applied to the organization.

### **3.2.3 *Affective Wellbeing***

The affective wellbeing at work was measured using the IWP Multi-Affect Indicator (Warr, 1990), consisting of 12 items (e.g. “Unhappy “) affective wellbeing at work is obtained through the averages of the responses attributed to the different items (annex E). The Cronbach's alpha coefficient is 0.91.

Respondents were asked to indicate in a Likert-type response scale with six points where one "Never" and six "All the time" the degree to which each statement in the questionnaire applied to them

### **3.2.3 *Turnover Intention***

The turnover intention variable was assessed on a seven-item scale, with five items of the Turnover Cognition Scale by Bozeman and Perrewé (2001) were used based on the work of Mowday, Koberg and MacArthur (1984) and Mobley, Horner and Hollingsworthe (1978) plus two items Gomes, Duarte and Neves (2009), adapted from Peters, Jackofsky and Salter (1981) (e.g. “I do not intend to quit my job ”) (annex D). The Cronbach's alpha coefficient obtained was 0.91.

Respondents were asked to indicate in a Likert-type response scale with five points where one " Strongly disagree" and five " I totally agree " the degree to which each statement in the questionnaire applied to them

### **3.2.4 *Socio-Demographic variables***

The questionnaire also included a section dedicated to socio-demographic data (e.g. gender, age, employment situation, amongst other variables) that we can see on annex A of our study.



## 4. Results

In this chapter the results will be presented, the data analysis was obtained by using IBM SPSS Advanced Statistics. In the first part of this chapter we will present the correlation between the different perceived CSR dimensions, turnover intention, affective wellbeing at work, P-O fit and the appropriate social demographics variables. In the second part, we will present how the mediating role of wellbeing at work and P-O fit was contemplated in the relationship between the different dimensions of the perceived CSR and turnover intention.

### 4.1. Descriptive analysis and correlations

We will start this analysis by looking at the means and standard deviations of the variables of our model (Table 4.1.). Looking at the perceived CSR towards employees in a scale from one to five, the participants perceived that this type of CSR is significant because as we can see in table 4.1 the values are above the median point with  $M= 3.75$  ( $SD= 0.70$ ). Same conclusion we can apply to the perceived CSR towards environment and community with  $M= 3.30$  ( $SD= 0.90$ ). Perceived economic CSR has the highest mean value ( $M=4.18$ ;  $SD= 0.75$ ) so has the previous values is perceived as significant in the workplace of the participants. In a scale from one to five, our participants show that person-organization fit is also significant in their workplace ( $M= 3.47$   $SD=0.77$ ) and our other mediator affective wellbeing have values above the average point of the scale from one to six with  $M=4.07$  ( $SD= 0.88$ ). Lastly the variable turnover intention measured in scale from one to five is also significant but with values close to the average point ( $M=2.80$ ;  $SD=1.11$ ).

The analysis of the correlations shows that the different dimension of perceived CSR has the strongest correlation values of the model, so that is where we going to start. The perceived CSR variable towards employees has a moderate positive correlation with the perceived economic CSR variable ( $r=.55$ ,  $p<.01$ ) and with the perceived CSR variable towards community and environment ( $r=.52$ ,  $p<.01$ ). Although it is weaker the correlation between the perceived economic CSR variable and the perceived CSR variable towards community and environment is also positive and moderate ( $r=.33$ ,  $p<.01$ ). With these results we can conclude that perceived CSR activities of an organization towards employees are more positively associated with perceived CSR economic practices than towards activities related with the community and environment but without a big difference between the two values of the correlation. The weakest relation is between perceived economic CSR variable and the perceived CSR variable

towards community and environment, but also shows that CSR economic practices are positively associated with CSR activities related with the community and environment. The existence of significant correlations between these dimensions was expected since they are dimensions of the same construct.

Now the analysis will focus on the relation that the different dimensions of perceived CSR have with the two mediator variables of our model, affective wellbeing and P-O fit. We can conclude that the correlation is positive and moderated in all relations between the mediator variables and the different dimensions of perceived CSR, being the strongest correlation between the perceived CSR towards employees and P-O fit ( $r=.65$ ,  $p<.01$ ), followed by the relation between perceived CSR economic practices and P-O fit ( $r=.45$ ,  $p<.01$ ) with similar results that the relation between perceived CSR variable towards employees with P-O fit ( $r=.44$ ,  $p<.01$ ) and the relation perceived CSR variable towards community and environment with P-O fit ( $r=.43$ ,  $p<.01$ ). The weaker correlations are between perceived CSR economic practices with affective wellbeing ( $r=.35$ ,  $p<.01$ ) and perceived CSR variable towards community and environment also with affective wellbeing ( $r=.26$ ,  $p<.01$ ). Despite the different values, as we said before all variables are positively associated which means that all the different dimensions of CSR have a positive relationship with employees' perceived P-O fit and affective wellbeing inside the organization where they work. Higher levels of perceived CSR co-occur with higher values of the other variable under analysis.

The last relation involving the different dimensions of CSR that we are going to analyze is with the turnover intention. All dimensions are negatively correlated with turnover intention, being the strongest correlation with perceived CSR towards employees ( $r=-.40$ ,  $p<.01$ ), following the relation with perceived economic CSR ( $r=-.30$ ,  $p<.01$ ) and lastly with the perceived CSR towards community and environment ( $r=-.28$ ,  $p<.01$ ). This means that when one variable increases the other will decrease, so the increase of the perceived level of engagement of the company in the activities related with all dimensions of CSR co-occurs with a decrease in the level of turnover intention.

To end the analysis of the correlations between the variables of interest, we will see the relation between affective wellbeing and turnover intention and the relation between P-O fit and turnover intention. P-O fit has a strongest correlation ( $r=-.60$ ,  $p<.01$ ) then affective wellbeing ( $r=-.41$ ,  $p<.01$ ). Both mediator variables have a negative correlation with turnover intention, and this means that when these variables increase, turnover intention levels decrease. From the results presented our model is still intact because all the variables have relevant associations with each other.

Regarding the sociodemographic variables, it was analyzed which ones would be correlated with turnover intention. For the correlation were considered the variables, gender, employment situation, academic qualifications, age, seniority and if participant holds a leadership position. From this sociodemographic variables, it was found that the variables, academic qualifications ( $r = .21, p < .01$ ), age ( $r = -.26, p < .01$ ), seniority ( $r = -.17, p < .005$ ) leadership position ( $r = .25, p < .01$ ) were associated with turnover intention, and as result they were considered in the mediation model. Due to the high correlation between age and seniority ( $r = .73, p < .01$ ), only the seniority variable was considered in the mediation model, because it was considered to be more related with the work context.



Table 4.1 –Means, SDs, Correlations between Variables and internal consistency

	M	SD	1	2	3	4	5	6	7	8	9	10
1-Perceived CSR Employees	3.75	0.70	[0.83]									
2-Perceived CSR Environment	3.30	0.91	0.52**	[0.881]								
3-Perceived CSR Economy	4.18	0.75	0.55**	0.33**	[0.73]							
4-Affective WellBeing	4.07	0.88	0.44**	0.26**	0.35**	[0.91]						
5-PO-FIT	3.47	0.77	0.65**	0.43**	0.45**	-0.60**	[0.90]					
6-Academic Situation			-0.02	0.05	0.05	-0.03	-0.05	-				
7-Age	34.01	12.95	-0.03	-0.17*	-0.10	0.04	0.05	-0.38*	-			
8-Seniority	5.47	8.78	0.03	-0.02	0.04	0.09	0.04	-0.31**	0.69**	-		
9-Leadership Position			0.15*	0.03	-0.09	0.22**	0.28**	-0.02	0.49**	0.31**	-	
10-Turnover Intention	2.80	1.11	-0.40**	-0.28**	-0.30**	-0.41**	-0.60**	0.21**	-0.26**	-0.20**	0.26**	[0.90]

\*\*p<.01 \*p<.05 M-Mean SD-Standard Deviation

Cronbach's Alpha is in parentheses

Academic Situation: 1-Up to 9g grade 2-Between 10e e 12e grade 3-Bachelor 4-Postgraduatoe 5-Master 6-Doctorate; Leadership Position: 0-Yes 1-No

## 4.2 Mediation Analysis

To proceed to the analysis of our mediation model we followed the proposed procedure by Hayes (2013). Besides the mediator variables and the predictor variables it is also included in the model as covariates the social demographic variables that, as we saw before, have a significant correlation with turnover intention, specifically academic qualifications, seniority and holding a leadership position. Three different analyses were made according to our three predictor variables, the perceived CSR towards employees, the perceived CSR towards community and environment and the perceived economic CSR.

In the first analysis we used the perceived CSR towards employees as the predictor variable, and the other dimensions of perceived CSR as covariates with the social demographic variables. As reported in Table 4.2., the effect of perceived CSR towards employees on turnover intention is significant ( $B=-0.39$ ;  $[-.66; -.12]$ ), which suggest that CSR towards employees decreases their intention to abandon the organization, as stated in hypothesis 1a.

The effect this predictor variable has on P-O fit is positive and statistically significant ( $B=0.59$ ;  $].42; .77[$ ). Employees' perceptions regarding P-O fit have also a significant relationship with their turnover intentions ( $B=-0.64$ ;  $]-.84; -.42[$ ), but it is a negative relationship, so an increase in P-O fit decreases employees' turnover intentions. Complementarily, the indirect effect of P-O fit is significant ( $B=-0.38$ ;  $]-.56, -.23[$ ), supporting the mediating effect of this variable in the relationship between perceived CSR towards employees and turnover intentions (Hypothesis 2a).

As for affective wellbeing, results indicate that perceived CSR towards employees also increase participants' affective wellbeing at the workplace ( $B=0.34$ ;  $].15,.53[$ ), but affective wellbeing is not significantly related with participants' turnover intention ( $B=-0.16$ ;  $].35, .04[$ ). In accordance, the indirect effect for wellbeing is not statistically significant ( $B=-.05$ ;  $]-.15, .03[$ ). Hence, hypothesis 3a is not empirically supported.

Since the direct effect of perceived CSR towards employees on turnover intention is not significant ( $B=.04$ ;  $]-.22, .31[$ , and that only P-O fit presents a mediating effect (affective wellbeing has no effect), we can conclude that the effect of CSR towards employees on turnover intention is fully mediated by P-O- fit. That is, perceived CSR towards employee increases the perceptions of fit between the employee and the company, and subsequently, this reduces his/her intention to quit the job.

Table 4.2 – Total, Direct and Indirect effects of X (CSR Employees) on Y (Turnover Intention)

Predictor variables	Affective Wellbeing				P-O FIT				Turnover Intention			
	B	SE	95% IC	B	SE	95% IC	B	SE	95% IC	B	SE	95% IC
<b>Total Effect</b>												
constant							3.41	0.79	1.86;4.96			
Perceived CSR Employees							-0.39	0.14	-0.65; -0.12			
Perceived CSR Environment							-0.18	0.09	-0.35;0.00			
Perceived CSR Economy							-0.13	0.11	-0.35;0.09			
Academic Situation							0.85	0.30	0.27;1.43			
Seniority							-0.01	0.01	-0.03;0.01			
Leadership Position							0.50	0.17	0.16;0.84			
<b>Direct effect</b>												
constant	2.26	0.56	1.15;3.36	0.96	0.52	-0.06;1.99	4.37	0.73	2.93;5.81			
Perceived CSR Employees	0.34	0.10	0.15;0.53	0.59	0.09	0.42;0.77	0.04	0.13	-0.22;0.30			
Affective Wellbeing							-0.16	0.10	-0.35;0.04			
P-O FIT							-0.64	0.11	-0.84;-0.43			
Perceived CSR Environment	0.05	0.07	-0.07;0.18	0.15	0.06	0.03;0.77	-0.07	0.08	-0.23;0.09			
Perceived CSR Economy	0.15	0.08	-0.01;0.31	0.15	0.07	0.00;0.29	-0.01	0.10	-0.21;0.19			
Academic Situation	-0.04	0.21	-0.45;0.38	-0.23	0.20	-0.62;0.15	0.70	0.26	0.18;1.22			
Seniority	0.00	0.01	-0.01;0.01	-0.01	0.01	-0.02;0.00	-0.01	0.01	-0.03;0.00			
Leadership Position	-0.27	0.12	-0.51;-0.03	-0.46	0.11	-0.69;-0.23	0.16	0.16	-0.15;0.48			
<b>Indirect Effect</b>												
Total							-0.43	0.09	-0.61 ; -0.28			
Affective Wellbeing Total							-0.05	0.04	-0.15; 0.03			
P-O FIT Total							-0.38	0.08	-0.56; -0.23			
	R <sup>2</sup> =0.24			R <sup>2</sup> =0.49			R <sup>2</sup> =0.43					
	F <sub>(16,101)</sub> =9.52			F <sub>(16,101)</sub> =29.66			F <sub>(16,101)</sub> =17.08					

In the second analysis we used the perceived CSR variable towards community and environment as the predictor variable, and as we did above, we used other dimensions of perceived CSR as covariates with the social demographic variables. The results of the effect that the predictor variable has on turnover intention show that  $B=-0,17$  ( $[-.35; .00]$ ), and as we can see on table 4.3 the relation is not significant and goes against the hypothesis 1b.

The effect this predictor variable has on P-O fit is positive and statistically significant ( $B=0,15; [.03; .27]$ ). Employees' perceptions regarding the variable P-O fit have a significant negative relationship with their turnover intentions ( $B=-0.64; [-.84; -.42]$ ), so an increase in P-O fit decreases employees' turnover intentions. Complementarily, the indirect effect of P-O fit is significant ( $B=-0.09; [-.19, -.02]$ ), supporting the mediating effect of this variable in the relationship between perceived CSR towards community and environment and turnover intentions (Hypothesis 2b).

Turning the attention to the effect that CSR variable towards community and environment variable has on the mediator variable affective wellbeing we conclude that  $B=0,05$  ( $[-.07; .18]$ ), and it shows that the relation is not significant. Affective wellbeing is also not significantly related with participants' turnover intention ( $B=-0.16; [.35, .04]$ ) and as also the indirect effect for wellbeing ( $B=-.01; [-.04, .02]$ ) so the hypothesis 3b is not empirically supported.

The direct effect of perceived CSR towards community and environment on turnover intention is not significant ( $B=-.07; [-.23, -.09]$ ), and as we saw in the previous analysis only P-O fit presents a mediating effect (affective wellbeing has no effect), we can conclude that the effect of CSR towards community and environment is fully mediated by P-O- fit. This means that perceived CSR towards employee increases the perceptions of fit between the employee and the company, and subsequently, this reduces his/her intention to quit the job.

Table 4.3 – Total, Direct and Indirect effects of X (CSR Community and Environment) on Y (Turnover Intention)

Predictor variables	Affective Wellbeing				P-O FIT				Turnover Intention			
	B	SE	95% IC		B	SE	95% IC		B	SE	95% IC	
<b>Total Effect</b>												
constant									3.41	0.79	1.86;4.96	
Perceived CSR Environment									-0.18	0.09	-0.35;0.00	
Perceived CSR Employees									-0.39	0.14	-0.65;-0.12	
Perceived CSR Economy									-0.13	0.11	-0.35;0.09	
Academic Situation									0.85	0.30	0.27;1.43	
Seniority									-0.01	0.01	-0.03;0.01	
Leadership Position									0.50	0.17	0.16;0.84	
<b>Direct effect</b>												
constant	2.26	0.56	1.15;3.36		0.96	0.52	-0.06;1.99		4.37	0.73	2.93;5.81	
Perceived CSR Environment	0.05	0.07	-0.07;0.18		0.15	0.06	0.03;0.77		-0.07	0.08	-0.23;0.09	
Affective Wellbeing									-0.16	0.10	-0.35;0.04	
P-O FIT									-0.64	0.11	-0.84;-0.43	
Perceived CSR Employees	0.34	0.10	0.15;0.53		0.59	0.09	0.42;0.77		0.04	0.13	-0.22;0.30	
Perceived CSR Economy	0.15	0.08	-0.01;0.31		0.15	0.07	0.00;0.29		-0.01	0.10	-0.21;0.19	
Academic Situation	-0.04	0.21	-0.45;0.38		-0.23	0.20	-0.62;0.15		0.70	0.26	0.18;1.22	
Seniority	0.00	0.01	-0.01;0.01		-0.01	0.01	-0.02;0.00		-0.01	0.01	-0.03;0.00	
Leadership Position	-0.27	0.12	-0.51;-0.03		-0.46	0.11	-0.69;-0.23		0.16	0.16	-0.15;0.48	
<b>Indirect Effect</b>												
Total									-0.10	0.05	-0.20;-0.02	
Affective Wellbeing Total									-0.01	0.01	-0.05;0.02	
P-O FIT Total									-0.10	0.04	-0.19;-0.02	
	R <sup>2</sup> =0.24				R <sup>2</sup> =0.49				R <sup>2</sup> =0.43			
		F <sub>(15,103)</sub> =9.52				F <sub>(15,103)</sub> =29.66				F <sub>(15,103)</sub> =17.08		

Lastly in our third analysis we used the perceived economic CSR variable as the predictor variable, and as we did above, we used other dimensions of perceived CSR as covariates with the social demographic variables. The results of the effect that the predictor variable has on turnover intention show that  $B=-0,13$  ( $[-.35; .09]$ ), the relation is not significant and the hypothesis 1c is not fulfilled.

The effect this predictor variable has on P-O fit is also positive and statistically significant ( $B=0,15$ ;  $].00; .29[$ ), so this means that perceived economic CSR increases P-O fit. Employees' perceptions regarding the variable P-O fit have a significant negative relationship with their turnover intentions ( $B=-0.64$ ;  $]-.84; -.42[$ ), so an increase in P-O fit decreases employees' turnover intentions. Complementarily, the indirect effect of P-O fit is not significant ( $B=-0.09$ ;  $]-.20, .00[$ ), so there is no mediating effect of this variable in the relationship between perceived the perceived economic CSR and turnover intentions, hypothesis 2c is not empirically supported.

Looking at the effect that perceived economic CSR variable has on the mediator variable affective wellbeing we conclude that  $B=0,15$  ( $]-.01; .31[$ ), and it shows that this relation is not significant as we can see at table 4.4. Affective wellbeing is also not significantly related with participants' turnover intention ( $B=-0.16$ ;  $].35, .04[$ ). The indirect effect for wellbeing ( $B=-.02$ ;  $]-.07, .01[$ ) so the hypothesis 3b is not empirically supported.

The direct effect of the perceived economic CSR variable on turnover intention is not significant ( $B=-.01$ ;  $]-.21, .19[$ ), and none of the mediator variables presents a mediating effect, we can conclude that perceived economic CSR variable has no significant effects on turnover intention.

Table 4.4 – Total, Direct and Indirect effects of X (CSR Economy) on Y (Turnover Intention)

Predictor variables	Affective Wellbeing				P-OFIT				Turnover Intention			
	B	SE	95% IC		B	SE	95% IC		B	SE	95% IC	
Total Effect												
constant									3.41	0.79	1.86;4.96	
Perceived CSR Economy									-0.13	0.11	-0.35;0.09	
Perceived CSR Employees									-0.39	0.14	-0.65;-0.12	
Perceived CSR Environment									-0.18	0.09	-0.35;0.00	
Academic Situation									0.85	0.30	0.27;1.43	
Seniority									-0.01	0.01	-0.03;0.01	
Leadership Position									0.50	0.17	0.16;0.84	
Direct effect												
constant	2.26	0.56	1.15;3.36		0.96	0.52	-0.06;1.99		4.37	0.73	2.93;5.81	
Perceived CSR Economy	0.15	0.08	-0.01;0.31		0.15	0.07	0.00;0.29		-0.01	0.10	-0.21;0.19	
Affective Wellbeing									-0.16	0.10	-0.35;0.04	
P-OFIT									-0.64	0.11	-0.84;-0.43	
Perceived CSR Employees	0.34	0.10	0.15;0.53		0.59	0.09	0.42;0.77		0.04	0.13	-0.22;0.30	
Perceived CSR Environment	0.05	0.07	-0.07;0.18		0.15	0.06	0.03;0.27		-0.07	0.08	-0.23;0.09	
Academic Situation	-0.04	0.21	-0.45;0.38		-0.23	0.20	-0.62;0.15		0.70	0.26	0.18;1.22	
Seniority	0.00	0.01	-0.01;0.01		-0.01	0.01	-0.02;0.00		-0.01	0.01	-0.03;0.00	
Leadership Position	-0.27	0.12	-0.51;-0.03		-0.46	0.11	-0.63;-0.23		0.16	0.16	-0.15;0.48	
Indirect Effect												
Total									-0.12	0.06	-0.23; -0.01	
Affective Wellbeing Total									-0.02	0.02	-0.20; 0.00	
P-OFIT Total									-0.09	0.05	.073; 0.013	
	R <sup>2</sup> =0.24		F <sub>(15,111)</sub> =9.52		R <sup>2</sup> =0.49		F <sub>(15,111)</sub> =29.66		R <sup>2</sup> =0.43		F <sub>(15,111)</sub> =17.08	

## 5. Discussion

The main objective of this study was to give us a better understanding on how Perceived corporate social responsibility is related to turnover intention of an employee. It was hypothesized that the relationship could be explained by the mediating effect of affective wellbeing and P-O fit.

We start by analyzing our first hypothesis, that proposed that perceived corporate social responsibility has a negative impact employee turnover intention. From our results only the CSR towards employee's dimension showed a significant negative influence on the turnover intention, the other two dimensions did not present a significant relationship. This means that this hypothesis was only partially supported by our results and that the increase of practices related with CSR towards employees can decrease the voluntary turnover intentions in a company. When an organization focuses on creating practices that are aimed to benefit the employee such as the equality between the men and women in the company or follows the work code this will impact the employee's decision of leaving their job. These different practices will create a feeling on the employees that the organization where they work cares about them, and they are not only business oriented. These needs that employees have, can be responsible for a higher turnover intention, so as said before in our study, internal CSR practices, and internal practices, practices towards employees, are considered instruments that can be used to fulfill these different needs (Bhattacharya, 2008).

Another reason that helps us explain this relationship is the fact that perceived internal practices contribute to the perception that the employees have of the ethical climate inside their organization. Research by Mulki et al. (2008) helps support this argument by building three explanations between ethical climate and turnover intention, where we highlight the first two. The first one says that certain attitudes related with turnover intentions are explained by the evaluation that employees make about the practices used by the company and so practices towards employees will contribute positively to this evaluation. The second explanation mention that when employees work in an ethical climate, they will trust more their supervisor and this will reduce turnover intention. These practices also help employees understand the ethical values that are present in their workplace, this knowledge is also responsible for a decrease in the turnover intention (Ghosh & Gurunathan, 2014).

As the path two of the Unfolding Model by Lee and Mitchell (1994) explains when negative shocks in the job violate the values that the employees have, the employees will probably



rethink about the attachment that they have to the company. The absence of practices such as work-life balance or equal conditions between men and women that are examples of perceived CSR practices towards employees can create negative feelings or shocks in the employees and, as explained before, will probably put in perspective the relation that the employee has with their organization.

Our second hypothesis presented in our model defends that the person-organization fit mediates the relation between Perceived corporate social responsibility and turnover Intention. This hypothesis was also not fully supported since it was only found through mediation through Person-Organization FIT, in two dimensions of perceived corporate social responsibility, specifically perceived CSR towards employees and CSR towards community and environment. This means that the practices related to these two dimensions will affect positively the P-O fit and, consequently, this will decrease the turnover intention. Person-Organization Fit is connected to the identification that an individual has with a company, this identification can be explained by the same values and beliefs that both parts have. The values that a company has can be perceived by the practices that they implement in their company or practices that they support and promote that will have an effect on what is around the organization, when there is similar values we will have a value congruence (Edwards & Cable, 2009). Kristoff (1996) believes that high levels of P-O fit can increase the retention of the workforce.

Perceived CSR practices towards employees can impact the Person-Organization FIT, because when employees feel that the organization where they work is implementing measures that have the objective to improve their conditions inside their company or to have a better balance between work and life they will feel more connected with the company. Now more than ever, it is given a lot of importance to work-life balance and companies can distinguish them from others by having a good package of benefits to the employee, because it goes to meet the needs of the individual. Kristoff (1996) defines the P-O fit as a compatibility between people and organization when one of them provides the other's needs. When needs are met, employees feel that the organization supports them, and this is something associated with a stronger identification leading to a stronger intention to stay in their job (Van Dick et al., 2004).

The way that perceived CSR practices towards community and environment impacts person organization fit, is quite similar as what we mention above, employees feel more connected with a company that cares about the community and that is around it or the environment, being the environment an important topic in our society, employees tend to connect more with companies that are known for promoting practices that help this issue, and Gond (2010) has said it that employees prefer work in a company that contributes to the welfare

of the society rather in one that only cares about itself. There is a feeling of pride when they work for a company that is socially responsible, this feeling makes it harder for employees to leave the job. Also most of the practices related with helping the community or the environment requires the participation of the employees, when employees participate in these activities they feel that they are also doing their part and by helping the community they are becoming also part of it. This is supported by the Job Embeddedness Theory that says that community embeddedness (Hom et al., 2017) is one of the reasons that employees stay in their job. Also, as Peterson (2004) says, when an employee participates in these activities, he/she will become more connected with the organization. We conclude with the contribution of these two dimensions of perceived CSR, P-O fit has an impact in the turnover intention, is important for the employees to identify to the place where they work and to feel part of it, it is easier for an individual to leave their workplace when there is no connection with the job and it is based on the values that are promoted inside the organization and the practices implemented that they will have an identification or not. As the ASA Model explains in the attrition stage employees who have a stronger fit to the organizations are more likely to stay in their job (Kristof-Brown, 2005).

Lastly the results in relation to our third hypothesis, that proposed that affective wellbeing mediates the relation between perceived corporate social responsibility and turnover intention, showed that this hypothesis was not supported. There was no significance in the mediation of the affective wellbeing in none of the dimensions of perceived CSR. This result was not expected due to the extensive literature around how CSR can contribute to the affective wellbeing of the employee and this increase will cause a decrease of the turnover intention inside an organization. Employees tend to be happier when their company shows and promotes measures that as we said before met their needs, for example balance between work and life contributes to the affective wellbeing of the employee (Scanlan et al., 2013). It is also believed that Socially Responsible Human Resources Management, that are CSR practices towards employees, contribute to employee affective wellbeing (Abdelmotaleb & Saha, 2019). Affective wellbeing is also associated with decrease of turnover because when individuals are satisfied in their workplace they do not think to leave, since they feel good there and they will not seek other opportunities. Fisher and Hanna (1931) and Wright and Bonett (2007) said in their studies that affective wellbeing is responsible for labor turnover, and when it is higher the turnover is lower. This unexpected result can be a result of the fact that by the time that the questionnaire was shared among our participants most or all of them were working from home due to the COVID-19 pandemic that was happening worldwide and this unusual situation may

have influenced certain results in a negative way. This was and still is a very stressful situation because there is a lot of uncertainty in terms not only the duration of the pandemic but also the economic crisis that is believed to happen and these negative feelings could influence certain responses.

## 6. Conclusion

Based on the results presented in our study, we can conclude that it is very important for the companies to support and promote Corporate Social Responsibility practices, mainly in practices towards employees, as the increase of these practices can lead to a decrease in the turnover intention of their employee. There is also evidence that perceived CSR practices towards employees and towards the community and environment have a positive impact on the Person-Organization FIT, that will have a negative impact on the turnover intention.

We live in a world, where more than ever things are always changing and the employee's needs are changing faster, the individuals are always looking for something better and they are not afraid to leave their workplace. This study reinforces the idea that CSR practices that are implemented inside an organization towards the employees have an influence on the decision of the individual to leave their workplace. Organizations need to use these practices as tools to manage their own human capital and to avoid losing it. As we mentioned before, losing a talent is a great loss to the company not only they are losing someone with knowledge and experience but also they are losing money, because there is the need to replace the employee that left and it is a big cost to hire and train a new person. Companies need a good structure in terms of internal CSR policies if they want to prevent high levels of turnover.

Another result that our study shows is that employees that have a stronger identification with their company have a lower turnover intention and as we mention before the needs of the employees are changing and the organizations need to adapt to them. There was evidence that perceived practices towards employees contribute to a greater identification. Organizations need to show that they think that the employee is important and that they care about them. Work-life balance, the possibility to work remotely, health insurance are examples of practices that are important to the employees and contribute to a better identification by showing that they have the same values and beliefs. These perceived values can also be shown by promoting practices towards the community and the environment, as the study of Deloitte (ANO) showed the millennials and generation Z want to have an impact on the community and on the society and want to be a part of an organization that cares about these issues. Being the environment a hot topic nowadays, people that care about these issues and are interested in this topic will probably not stay in an organization that does not promote these practices or has a bad environmental reputation. This reputation that the organizations can have is also very important, employees want to feel proud of the place where they work.

CSR practices are very important, and any organization should implement them because not only are they supporting their employees and their community but in the long term they will also have benefits as a company by decreasing the turnover intention. It is also important to promote these practices inside the company, because one of the reasons that these practices fail is because the employees are not aware that they exist or the impact that they can have. Implementing practices that require the participation of the employees, can be a way to increase the employee interest in these themes but also a way to foster a deep connection and identification between the employee and the organization. These practices form the personality and help distinguish from other companies. Every company wants the best employees, and they need to feel that they work for a unique company that is not easy to leave and replace.

Concluding it is easy to think that organizations that are socially responsible or are perceived as such by their employees, have more success in reducing voluntary turnover, There is no doubt that employees feel proud of being associated with an organization that is known for their good practices. Employees end up absorbing these characteristics of the organization in their self-image and so by leaving the company they are also losing part of themselves (Van Dick et al., 2004). Organizations need to use these practices as tools to foster desirable behaviors in their employees and to create a greater identification with them. Corporate Social Responsibility is not anymore an optional subject inside the companies but is something that is mandatory not only as a responsibility to create awareness and improve the welfare of the society but also as a tool to a better management of the human capital inside a company.

## 6.1 Limitations and suggestions for future research

This study had several limitations that should be considered when looking at the results and discussing them. In the first place as we mention before this study was made during an atypical situation where Portugal was in full lockdown and most of the participants were working from or in some situations they were in lay-off. This situation due to the Covid-19 Pandemic can contribute to a change on how individuals feel or think about certain situations since they are not in their workplace. Additionally, there is also a stress associated with the uncertain times that we are still living. Other limitation to our study that is related with the previous situation is that all the questionnaires were answered online, so it was impossible to clear any doubt that participants may have had. The companies that we tried to reach to deliver our questionnaire were not comfortable promoting a questionnaire with their employees that has as the main topic the turnover intention because it could create a sense of insecurity due to the situation that we

are living at the moment. The fact that this questionnaire was answered online, there were participants from different types of organizations. Other limitation was the fact this sample was a convenience sample since is constituted by a group of people easy to contact. Our study was correlational one and because of that we cannot assume cause and effect.

In the future, to try to surpass these limitations, it is important to explore these hypotheses again when employees are back in their workplaces and the pandemic is better or if it is possible over. And since this study did not make any difference between public or private organizations or profit or non-profit organizations, it would be interesting to know if there are any differences in terms of perceptions of CSR practices and the impact that has on turnover intention and also the relation with the affective wellbeing and person-organization fit in these contexts. Other suggestion for future research could be the use of another mediator such as organizational commitment.



## 7. References

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## Annexes

### Annex A

1. Idade:

2. Género

a) Masculino b) Feminino c) Prefiro não dizer

3. Nivel Educacional

a) Até ao 9ºano b) Entre o 10º e 12º ano c) Licenciatura d) Pós-graduação e) Mestrado f) Doutoramento

4. Quanto tempo trabalha na sua organização atual:

5. Qual é a sua situação atual:

a) Efectivo/a b) Contrato de trabalho a termo c) trabalho temporário d) Estagiário e) Outra situação. Qual?

6. Exerce um cargo de chefia:

a) sim b) não

7. Em que setor de atividade se insere a sua organização:

a) Setor primário b) Setor secundário c) Setor terciário

8. Qual a classificação da sua organização, em termos de propriedade?

a) Privada b) Pública c) Pública-privada c) Cooperativa

9. A sua Organização:

a) Tem fins lucrativos b) Não tem fins lucrativos

10. Qual a dimensão da sua organização:

a) Mais de 250 trabalhadores b) 50 a 250 trabalhadores c) 10 a 49 trabalhadores d) até 9 trabalhadores



## Annex B

Escala de responsabilidade social corporativa percebida (Duarte,2011)

Pensado na sua empresa e nas suas diferentes preocupações e actividades, indique o grau em que concorda ou discorda com cada uma das frases abaixo apresentadas. Utilize a seguinte escala de resposta:

1-Discordo Totalmente	2-Discordo	3- Não concordo nem discordo	4-Concordo	5-Concordo Totalmente
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A minha Empresa:

1. Incentiva a formação profissional dos seus Trabalhadores	1	2	3	4	5
2. Cumpre com o Código de Trabalho	1	2	3	4	5
3. Promove a igualdade entre Homens e Mulheres	1	2	3	4	5
4. Promove o equilíbrio entre a vida familiar e a vida profissional	1	2	3	4	5
5. Apoia a integração profissional de pessoas com deficiência	1	2	3	4	5
6. Desenvolve regras internas que orientem o comportamento dos Trabalhadores	1	2	3	4	5
7. Garante a segurança do emprego	1	2	3	4	5
8. Dá donativos para associações de protecção da natureza	1	2	3	4	5

9. Desenvolve projectos de conservação da natureza	1	2	3	4	5
10. Apoia eventos culturais e educativos	1	2	3	4	5
11. Apoia causas sociais	1	2	3	4	5
12. Apoia eventos desportivos	1	2	3	4	5
13. Apoia a criação e o desenvolvimento de empresas mais pequenas	1	2	3	4	5
14. Garante o pagamento atempado de salários e regalias	1	2	3	4	5
15. Esforça-se por ser lucrativa	1	2	3	4	5
16. Esforça-se por ser uma das melhores empresas no seu sector de actividade	1	2	3	4	5

## Annex C

### Escala de Ajustamento Pessoa-Organização (Delgado, 2011)

Tendo em conta a sua relação com a organização para a qual trabalha, indique o grau em que concorda ou discorda com cada uma das frases seguintes. Utilize a seguinte escala de resposta:

1-Discordo Totalmente	2-Discordo	3- Não concordo nem discordo	4-Concordo	5-Concordo Totalmente
--------------------------	------------	---------------------------------	------------	--------------------------

1. Os meus valores pessoais são compatíveis ou ajustados a esta organização	1	2	3	4	5
2. Os valores desta organização refletem os meus valores pessoais	1	2	3	4	5
3. Os valores desta organização são semelhantes aos meus valores pessoais	1	2	3	4	5
4. Esta organização é compatível comigo	1	2	3	4	5
5. Esta organização preenche as minhas necessidades	1	2	3	4	5

## Annex D

### Escala de Intenção de Turnover (Bozeman and Perrewé,2001)

Tendo em conta a sua situação laboral e intenção de mudar de local de trabalho, indique o grau em que concorda ou discorda com cada uma das frases seguintes. Utilize a seguinte escala de resposta:

1-Discordo Totalmente	2-Discordo	3- Não concordo nem discordo	4-Concordo	5-Concordo Totalmente
--------------------------	------------	---------------------------------	------------	--------------------------

1.É provável que venha a procurar outro emprego num futuro próximo	1	2	3	4	5
2. Atualmente estou à procura de outro emprego noutra organização	1	2	3	4	5
3. Não tenciono deixar o meu emprego	1	2	3	4	5
4. Não é provável que no próximo ano venha a procurar outro emprego noutra organização	1	2	3	4	5
5. Não estou atualmente a pensar deixar o meu emprego	1	2	3	4	5
6. Estou ativamente à procura de uma oportunidade para sair da organização	1	2	3	4	5
7. Dentro de um ano espero estar noutra emprego, noutra organização	1	2	3	4	5

Annex E

Escala de bem-estar afetivo (Warr, 1990)

Tendo em conta o seu bem-estar geral e os seus sentimentos em relação ao trabalho, indique o grau em o seu trabalho o/a faz sentir-se como descrito abaixo?

1-Nunca	2-Raramente	3- Por algum tempo	4-Grande parte do tempo	5-Quase todo o tempo	6-Todo o tempo
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1. Tenso	1	2	3	4	5	6
2. Ansioso	1	2	3	4	5	6
3. Preocupado	1	2	3	4	5	6
4. Confortável	1	2	3	4	5	6
5. Calmo	1	2	3	4	5	6
6. Descontraído	1	2	3	4	5	6
7. Deprimido	1	2	3	4	5	6
8. Melancólico	1	2	3	4	5	6

9. Infeliz	1	2	3	4	5	6
10. Motivado	1	2	3	4	5	6
11. Entusiasmado	1	2	3	4	5	6
12. Otimista	1	2	3	4	5	6