
RELATIONSHIPS AMONG INTERNAL CORPORATE
SOCIAL RESPONSIBILITY, JOB SATISFACTION
AND TURNOVER INTENTION IN THE SERVICE
INDUSTRY

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Relationships among Internal Corporate Social
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the Service Industry

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the Service Industry

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I hereby declare that:

- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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DEDICATION

I would like to dedicate this thesis to my family and friends. Without their words of support and push for persistence, this trip would be impossible. They have never left my side and have always instilled in me a strong sense of self-assurance and encouragement.

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LIST OF ABBREVIATIONS

CBSEM	Covariance-Based SEM
CSR	Corporate Social Responsibilities
Internal CSR	Internal Corporate Social Responsibilities
OLS	Ordinary Least Squares
PLS	Partial Least Squares
SEM	Structural Equation Modeling

ABSTRACT

Medical devices service industry is playing an important role in national economic growth. As the Covid-19 pandemic arises, medical devices are becoming extremely important in detecting the virus and bacteria while the service representatives are risking their life to maintain the devices in order to ensure the function ability of the devices to better cure the affected patients. It is important for organizations to be socially responsible to their employees where organizations that takes interests in social practices of corporate social responsibility (CSR) could increase their employees' performance and lead to increasing of business performances.

This study is aimed to investigate the relationship among internal corporate social responsibility, job satisfaction and turnover intention in the service industry. Five core of dimensions adopted from Al-bdour et al. (2010) are adopted for internal CSR, while Brayfield and Rothe Model will be utilized to further illustrate the concept of job satisfaction.

A total of 385 responses were collected and evaluated and the results revealed that internal CSR and employees' job satisfaction are positively related to each other. On the other hand, employees' job satisfaction is negatively related to their turnover intention. Nevertheless, there is no significant relationship between internal CSR and turnover intention.

CHAPTER 1

INTRODUCTION

1.0 Overview

The research titled Relationship among Internal Corporate Social Responsibility (Internal CSR), Job Satisfaction, and Turnover Intention in the Service Industry from Klang Valley, Malaysia is highlighted in this chapter. The background of the study is followed by problem statements, research questions, and research objectives in the study. The study then moves on to the study's scope and, finally, the study's significance.

1.1 Background of Study

The issue of employees resigning their jobs has become a critical concern for upper management (Hassan et al., 2012). Organizations suffer when employees leave jobs for better prospects elsewhere or because of a conflict with management. Some organizations lose competent employees. Besides that, the expense of recruiting and training new staff rises. As a result, high employee turnover has both a direct and indirect influence on an organization's performance and production.

According to Kwon and Rupp (2013), leaving the company by the top performer has a particularly detrimental influence on organizational performance; as a result, it is critical to detect and comprehend the many routes that may be used to minimize employees' turnover intention. Employees are an organization's most valuable asset; as employees' turnover intention rise, it has an impact on the company's production and reputation (Allen et al., 2003). One of the biggest challenges for management, according to Redelinghuys and Botha (2016), is that their productive employees quit.

In the corporate sector, being socially responsible is essential since it may improve a company's reputation, reduce risks, and therefore help it perform at a higher level. Furthermore, a business that is concerned about larger societal concerns or engages in corporate social responsibilities (CSR) can reap benefits such as improved customer connections and monetary savings. When the public learns about the hard work they put in charitable activities, for example volunteering and financial donations, the chances of becoming a recommended or preferred organization in the eyes of customers grow. CSR development and implementation has become a critical component of an organization's societal obligation (Du et al., 2011). CSR also serves like a voluntary agent in which an organization monitors and ensures that its operations adhere to ethical standards and law constitution.

When companies succeed in empowering people in their CSR programme, they get advantages in terms of the employees' perceptions and expectations. While it is shown that the aim of CSR is a significant problem and importance of attention for the corporate world, it is linking CSR ideas and concepts into their organization operations (Changchutoe, 2012). When organizations practice philanthropic activities, they tend to offer a good atmosphere or environment for their employees.

The relevance of CSR to every stakeholder in an organization, including internal employees, cannot be overlooked in today's corporate environment, given the growing

awareness about CSR concerns. Since every business relies on employee support to ensure long-term viability, employee satisfaction should take precedence over external stakeholders. Employee productivity will rise if they are satisfied with their work, and they will be less likely to leave the organization.

Employees prefer to work for organizations with a positive public image as employees who work for charitable organizations are more likely to be engaged in their employment and more productive (Etheredge, 1999). Employees who are involved in the organization are more likely to remain longer and be more innovative than those who are dissatisfied. As a result, by developing a strong CSR spirit in every employee in an organization, it aids in the creation of an efficient and pleasant atmosphere in which employees may prosper (Yin et al., 2016).

According to Presbitero et al. (2017), management must take some action to keep employees in the organization. The influence of internal CSR on the intention to quit is investigated in this study as this study offers valuable information to human resource managers on how to reduce employee turnover intention. As a result, reduce turnover rate in their organizations by implementing successful internal CSR policies.

Many studies have been conducted to determine the influence of CSR on the organization, as well as employee engagement and commitment. Nevertheless, there is limited study on the link between internal CSR, job satisfaction, and the turnover intention. As a result, the aim of the research is to present and address this discrepancy. In this study, the researcher utilized the five core dimensions of internal CSR adopted from the study of Al-bdour, Ali, Elisha, and Soh (2010), Brayfield and Rothe (1951) model for job satisfaction, and Mobley, Griffeth, Hand, and Meglino (1979) model for turnover intention to examine the relationship between internal CSR, job satisfaction and turnover intention in the service industry in Klang Valley, Malaysia.

1.2 Problem Statement

Customer service, which addresses company's difficulties over the phone, social media, e-commerce platforms, email, or even encounter with targeted clients, is critical in helping the company resolve the situation and satisfy customer satisfaction in today's intense competition and customer-driven environment. In order to establish a successful organization, excellent customer service must be provided. Although it may be expensive to keep and attract consumers, the commitment to provide excellent customer service will pay off in the long run. Since consumers are the most valuable resource and the reason businesses exist, their opinions and remarks are important in developing companies' brand recognition.

Customers employ outstanding customer service to distinguish companies from their rivals. Organizations will benefit from increased earnings and sales since customers will return, but organizations with bad customer service may lose business. As a result, maintaining good customer service is critical for organization, as it will aid in avoiding negative effect, retaining existing consumers, and maybe acquiring new consumers.

Considering employees in the customer service department are the basis of a business, it is critical to evaluate their job satisfaction. Furthermore, an organization's socially responsible activities may have an indirect impact on employee performance and satisfaction. Employees will execute their work better with more efficiency and concentration if organizations run a business responsibly. This would eventually increase the organizations' performance or employees' productivity, which in turn reduce the likelihood of the employees to leave the organization.

Turnover rates in service industry have been one of the largest one among various industries. There are several hidden expenses associated with an employee's resignation from the organization, including working hours to perform exit interviews and

recalculation of compensation. Besides that, organization will be in a tough position as they may need to spend more to recruit new employees and provide extra trainings for them in order to cope with the job.

Increment in stress level due to dissatisfied customers lead to high turnover rates even though organizations often utilize result-based rewards to retain their employees. High stress level will result in a decrease in employees' job satisfaction, where employees who are unable to cope with further stress may opt to quit the organization. Aside from that, a high turnover rate in the service industry can have a significant financial effect on organizations of all sizes. The majority of service employees who quit the company do so because they are dissatisfied with their jobs and are unable to cope with the amount of stress they are exposed to. It is critical that employees feel valued by their organization as a high level of job satisfaction results in better performance, which has a positive impact on organizational productivity.

Generally, it is critical for the organizations to ensure the level of job satisfaction of the employees in their workplace in order to reduce employees' turnover intention. Nevertheless, there is limited study on the relationship between internal CSR, job satisfaction, and the turnover intention. This study aims to investigate the relationship between internal CSR, job satisfaction, and turnover intention in the service industry in Klang Valley, Malaysia.

1.3 Research Questions

This research study aims to find out the following research questions:

1. What is the relationship between internal CSR and job satisfaction?
2. What is the relationship between job satisfaction and turnover intention?

-
3. What is the relationship between internal CSR and turnover intention?
 4. Which dimension or theories in internal CSR has the most significant effect towards job satisfaction level?
 5. Which dimension or theories in internal CSR has the most significant effect towards turnover intention?

1.4 Research Objectives

The purpose of this research study is to investigate the relationship among internal corporate social responsibility (CSR), job satisfaction and turnover intention in the service industry.

The objectives of this research study are:

1. To investigate the relationship internal CSR and job satisfaction.
2. To investigate the relationship between job satisfaction and turnover intention.
3. To investigate the relationship between internal CSR and turnover intention.
4. To investigate which dimension or theories in internal CSR has the most significant effect towards job satisfaction level.
5. To investigate which dimension or theories in internal CSR has the most significant effect towards turnover intention.

1.5 Scope of the Study

This research investigates the relationship among internal corporate social responsibility (CSR), job satisfaction and turnover intention in the service industry from Klang Valley, Malaysia. A service industry, or tertiary sector of industry, is an economic segment that delivers intangible services to meet a specific demand. Customers will benefit from the services provided by organizations in this industry.

In truth, there are a variety of factors that might impact employees' job satisfaction and turnover intentions, but the focus of this study is on internal CSR. The five core dimensions of internal CSR stated in the preceding subsections will be the focus of internal CSR. The research would next assess the degree of employee satisfaction and turnover intention based on the relationship between the listed parameters. Furthermore, individuals who work as customer service representatives in medical device institutions are the primary subject of this research.

1.6 Significance of Research

The significance of internal corporate social responsibility (CSR) on employees' satisfaction, engagement, and commitment has received increased attention from organizational academics in recent years. The subject of CSR is frequently studied and contested among organizational scholars and professionals, with the goal of achieving positive outcomes for all organization stakeholders via long-term sustainability, rather than focusing just on the interests of its shareholders.

After spending effort in the service developmental projects, most organizations aspire to see long-term returns. Service representatives' lack of job satisfaction, on the other hand, is a common cause of problems. Employees' satisfaction is one of the most important factors in determining an organization's success. Given that there is a tie or

linkage between the service representatives and companies' consumers, the success of an organization is inextricably linked to employees' job satisfaction.

Additionally, as employees have direct and influential interaction with customers, it is critical to encourage employees' satisfaction with their employment. Customers' opinions of the quality of the service supplied would be directly influenced if service employees expressed dissatisfaction with their job. As a result, employees who are capable of providing high-quality service to consumers have become one of the most significant criteria in determining an organization's success. Furthermore, highly satisfied customer service professionals will put forth more effort in their responsibilities and actions, lowering their likelihood of leaving the organization.

This study can benefit the organizations on evaluating and interpreting the importance of being socially responsible on the satisfaction of the employees towards the organization. Other than that, it can also benefit the organization in identifying enough CSR practices that are appropriate in increasing the level of job satisfaction and decrease the turnover intention. Reducing the turnover intention in the service sector may assist organizations in identifying the relevant CSR initiatives that may be used to optimize the service employees' job satisfaction. This would assist companies save expenses by keeping the rate of turnover from rising.

1.7 Chapter Layout

In chapter 1, an overview of this research study will be constructed including the background of study, problem statement, research questions, research objectives, scope of study and significance of research.

In chapter 2, literature review for this study will be discussed. It included the current trend of service industry in Malaysia, concept and importance of corporate social

responsibility (CSR), five core dimensions of internal CSR, concept and importance of job satisfaction, concept and importance of turnover intention, relationship between internal CSR, job satisfaction and turnover intention, conceptual framework and hypotheses of the research.

In chapter 3 which is the research methodology, it discussed on the preparation work on conducting analysis such as research design, time horizon of the research, data collection method, sampling design, research instrument, construct measurement, data processing, methodological consideration and data analysis method.

In chapter 4, a few analyses method will be conducted to test on the significance between the variables such as descriptive analysis and inferential analysis.

In chapter 5, discussion on the results of the research will be discussed, followed by conclusion, implication and limitation of the research. Besides that, recommendation for future studies will also be discussed.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Social exchange theory is discussed in this research, where according to Blau (1964), social exchange theory is suitable for seeing society as a series of interconnected relationships based on the anticipation of benefits and penalties. Benefits and penalties determine people's interaction, which can be assessed using a cost-benefit analysis model (Wang & Hou, 2015). People that interact with other people are genuinely hoping to improve their profit as well. Likewise, in employee-employer interactions, both parties are looking to maximize earnings.

In recent years, corporate social responsibility (CSR) has sparked a lot of discussion in both corporate and business communities. The major question is the extent to which organizations should participate in CSR. The follow up question is whether CSR is a developed-country trend, and if businesses operating in underdeveloped nations are subject to any forms of CSR responsibilities. As organizations of all sizes have grasped the notion of CSR, this topic will appeal to a broad audience. Despite the fact that the concept of CSR began in developed Western countries, it is now seen as a worldwide

movement that embraces and unites several areas of society, ranging from legislative and non-governmental to cultural and commercial components (Sriramesh et al., 2007).

Generally, the three terms that make up CSR's title phrase: "corporate," "social," and "responsibility" encapsulate up the entire concept. As a result, CSR encompasses the duties that organizations (or other for-profit organizations) have to the society in which they are located and operate in broad terms. CSR is not a danger to a corporation's ability to fulfil its economic goals; rather, it is an opportunity and may be the foundation of an organization's economic growth in relation of competitive success in the global market. (Uddin et al., 2008).

This chapter starts with brief discussion on current trend of service industry in Malaysia, followed by the discussion on concept and importance of corporate social responsibility (CSR). The five core dimensions of internal CSR practices (health and safety, human rights, training and development, work-life balances and workplace diversity) are then discussed. Following that, the concept and importance of job satisfaction, as well as the literature regarding turnover intention will also be reviewed. Besides that, the research will look at the relationships between internal CSR, job satisfaction and turnover intention. Finally, this chapter concludes with the proposed conceptual framework and research hypotheses.

2.1 Current Trend of Service Industry in Malaysia

Generally, economic activities are divided into three sectors, which is referred to as a three-sector model. Primary, secondary, and tertiary sectors are split in the three-sector model. The production or raw material extraction is part of the primary sector. The secondary sector, on the other hand, is concerned with the transformation of raw resources into manufactured commodities. Finally, the tertiary sector is involved in the provision of services to other firms or individuals (Kamaruddin & Shamsudin, 2021).

Both the manufacturing and service industries are significant contributors to the Malaysian economy. In many nations throughout the world, including Malaysia, the service industry has played a vital role in economic growth. As the service industry is the most important driver of economic growth, Malaysia's government prioritises it in its economic strategy.

The Malaysian economy is the sixth biggest in Southeast Asia and the thirty-ninth largest in the world, according to the International Monetary Fund (IMF). Malaysia's Gross Domestic Product (GDP) is expected to decline in 2020 and the next few years. This is related to the present Covid-19 pandemic crisis. It has an influence not just on Malaysia, but also on the rest of the country. Covid-19 cases are becoming more common now than ever. As a result, the Malaysian economy's statistics aren't looking so well.

The Department of Statistics Malaysia (DOSM) reported that there is RM428.5 billion in total revenue in the service sector during the first quarter of 2021, which is decreasing -1.7 percent from the fourth quarter of 2020. Overall sales were decreased by -2.1 percent on an annual basis, compared to -5.1 percent in the preceding quarter. In the fourth quarter of 2020, the total number of people employed in this service industry was 3.7 million, decrement of 10892 people or -0.3 percent from the fourth quarter of 2020. Before the pandemic outbreak has a severe influence on Malaysia's economy, the country's total revenue has grown in the first quarter of 2020. In a year-over-year analysis, the number of people employed dropped by 80,693 people, a negative trend of -2.2 percent.

One of the primary goals of a service professional is to provide and manage customer loyalty and satisfaction. The expenses of keeping an existing client are expected to be higher than the price of acquiring a new one. As a result, it is critical to recognize and

remember that each client is an asset to the organization, and to offer them with high-quality service.

2.2 Concept of Corporate Social Responsibilities (CSR)

Corporate social responsibility (CSR) was first used as a tag line to emphasize that business leaders should think about their social implications, which then later believed to comprise the activities taken by the management and organization to preserve (protect) and enhance (improve) the welfare of society as well as the interests of business (Carroll, 2015). In this perspective, CSR has two active aspects, which are preserving (protecting) and enhancing (improving). In order to protect the society, organizations must avoid negative consequences, such as discrimination or pollution to the environment. As for enhancing the society's welfare, organizations must generate advantage for society such as positive community relations. Another early concept was that organizations had not just financial and legal obligation, but also responsibilities that went beyond those commitments.

CSR is defined in a variety of approaches, and there is no widely recognised definition; nonetheless, the coverage of CSR in company boards rooms has permeated and continues to gain traction. CSR has been used as an explicit framework to better comprehend the link between business and society for a longer time. CSR is viewed as circumstances in which businesses engage in social activities that go beyond their own interests and legal responsibilities to benefit the communities they operated (McWilliams & Siegel, 2000). The phrase "corporate social responsibility" (CSR) was conceived in the 1950s and attracted attention in management studies in the 1970s (Amoako & Dartey-Baah, 2020). Generally, CSR is now a worldwide idea that has evolved as a result of the interaction of theory and practise where it is a globally recognised language and attitude that has grown in importance as stakeholders have signalled those modern organizations are expected to do more than generate money and follow the law (Carroll, 2015). According to researchers, there are three main

categories of CSR initiatives, namely economic growth, ecological and environmental balance, and social advancements, that aims to make corporate business activities and culture to become more sustainable (Uddin et al., 2008; Saeed & Arshad, 2012).

1. **Economic growth:** Understanding the economic consequences of an organization's operations is one of the economic elements of CSR. The economic elements of CSR are common incorrectly associated with financial or monetary concerns. Economic responsibility, on the other hand, is more than just being economically responsible, documenting employment statistics and debts for organizations. The direct and indirect economic consequences of the firm's activities on surrounding society and the organization's stakeholders should be taken into account when calculating the manageability motivation's financial value (Uddin et al., 2008). This is what entails a company's financial responsibility.
2. **Ecological and environmental balance:** A fundamental component of corporate social responsibility is environmental care and sustainable growth. For the past thirty years, environmental and ecological concerns have been a popular issue in the corporate world (Uddin et al., 2008). The ideas and challenges within the aspects have evolved throughout time as the business landscape has changed. Environmental and ecological features were included in the 1970s, when there was a better awareness of how business affects the environment (Mazur, 2015). We are now confronting with new challenges and problems in the twenty-first century.
3. **Social advancement:** In comparison to previous years, the public is becoming increasingly conscious of societal obligations. As a result, the social responsibility has become the most developed element among the three aspects. When it comes to societal issues, many organizations get combative. Hence, social responsibility entails being accountable for the organization's social consequences on individuals (Uddin et al., 2008). This comprises individuals who work for the organization, in the supply chain, in the inventory network of business, in the society in which the organization operates, and those who work as customers for the organization, which entails a large number of stakeholders (Mazur, 2015). It refers to a dedication in the

administration field to make judgements and conduct activities that benefit both society and organization's well-fare and interests.

2.2.1 Importance of Corporate Social Responsibilities (CSR)

Organizations are implementing socially responsible activities in greater numbers than ever before in order to secure the sustainability of modern society while also assuring the long-term viability and success of their own operations (Skarmas & Leonidou, 2013). Corporate social responsibility (CSR) plays an important role to a company's ongoing commitment to follow corporate principles and promote financial development while also enriching the standard of its employees and their families, including the community and general society (Uddin et al., 2008). Positioning an organization as a socially responsible entity on the market necessitates a thorough understanding of the idea of corporate social responsibility (Polonsky & Jevons, 2006).

Companies who meet their corporate social obligations have acquired a larger long-term advantage as a result of globalisation of business and the increase of corporate impact on society (Lee et al., 2013). CSR initiatives have become more popular as a strategic planning as people's perceptions and knowledge of them has grown. Companies see CSR as critical in creating management techniques for increasing company profitability and image, and they recognize the relevance of CSR practises (Pérez & Bosque 2015). According to the study of Kim et al. (2017), CSR initiatives done by companies have improved their image and reputation, leading them to experience big growth in market share. Hence, a favourable image to the public can be projected by the company and is a great way to engage with customers on a deeper level when it practises CSR.

Nowadays, customers are paying more attention to businesses' CSR participation as CSR becomes more significant as both an academic subject and a component of

the corporate agenda (Kim et al., 2020). Customer citizenship behaviour and the connection between customers and the company may improve as a consequence of CSR initiatives (Plewa et al., 2015). Customers who have a good perception of the company are more likely to participate in partial service, as if they were a company employee (Yi & Gong, 2013). Hence, when consumers have a thorough understanding of an organization, their relationship with it will last, and they are more likely to support the company's growth. According to the study of Becker-Olsen et al. (2006), customers are expecting organizations to participate in CSR activities and reward them for it with their purchases.

According to Mullerat (2010), in addition to generating more profits over time, CSR also aids in day-to-day managerial judgments and strategic planning. It instructs managers to develop more long-term plans that, in turn, produce more value for the organization, such as more rational resource allocation within the corporation. Another advantage is that creating CSR guidelines by the firm itself avoids potentially more restrictive government requirements. Organizations' actions to comply with CSR standards might cause them to remove all faults during the manufacturing process, resulting in fewer complaints and gain greater customer satisfaction. Moreover, CSR improvements in an organization may result in cost savings, which may help customers as well if prices drop. As a result, more items may be offered to those who previously couldn't afford them (Carroll & Buchholtz, 2014).

CSR activities regarding health can raise public awareness and impact behaviour. In this era of globalization, the preservation of the natural habitat and the reduction of its harm is a win-win situation for everyone. Every "green action" is meant to help protect the world and all of its inhabitants (Książak, 2016). Companies who took part in CSR activities may reduce their environmental effect and enhance their relationships with society by reducing waste gas emissions and waste, as well as reducing their usage of non-renewable resources. Hence, the problem of air

pollution can be reduced and in return improving the health condition of the local community.

2.3 Five Core Dimension of Internal CSR

In organizations, there are two types of corporate social responsibility (CSR) practices, which are the internal CSR and external CSR. Internal CSR practices are those that are directly connected to an employee's physical and psychological workplace environment (Turker, 2009). It is expressed out of care for employees' health and well-being, their development and engagement in the organization, equitable opportunity, and the work-family relationship (Vives, 2006). External CSR promotes business activities and operations that have a beneficial impact on society and the environment. It encourages societal progress by increasing transparency and openness through the reporting method it formalizes.

In this study, only the perspective of internal CSR will be discussed. Internal CSR has undoubtedly improved many aspects of the corporate sector, particularly in terms of environmental standards as well as concerns of discrimination and abusive behavior in the workplace. The fact that internal CSR is linked to the well-being of all stakeholders in the industry because it has established a footing within the organization itself, particularly in the field of human resources, is the main reason for its growing relevance (Fuentes-García et al., 2008). Adopted from the study of Al-bdour et al. (2010), there are five core dimensions of internal CSR, which are the health and safety, human rights, training and development, work-life balance and workplace diversity. Each dimension would be discussed in the following subsections.

2.3.1 Health and Safety

Health refers to the absence of physical or emotional disease, while safety relates to the protection of employees from the consequences of any work-related mishaps

(Aarssen & Crimi, 2016). According to Friend and Kohn (2018), health and safety is “concerned with preserving and protecting human resources in the workplace”. Employers have a responsibility to take reasonable precautions to ensure the health and safety of all employees in the workplace. Employees who feel secure in the workplace will feel valued and cared for, which will be more likely to perform job satisfaction and reduce the turnover intention.

Furthermore, organizations should not engage in wrongful activities that might injure oneself, and they must disclose any environmental or equipment defects that could jeopardize employees' health and safety. Employees might experience job dissatisfaction, reduction of productivity and increment of turnover intention towards the organization if the given workplace environment is poor. According to Santoso (2014), a workplace environment could be physical or psychosocial. Elements such as hardware, architecture of the buildings, lighting, temperature, noise and radiation contributed to the physical workplace environment, while elements such as employees' integrity and dignity, as well as open communication with co-workers and employees' safety are all addressed in the psychosocial workplace environment.

Health and safety can benefit an organization in terms of employees' efficiency, work quality and job performance. As a result, any organization which does not improve and care in its employees' health and safety would risk detrimental impacts such as poor productivity, bad performance, job dissatisfaction and high turnover rate. Thus, health and safety are said to be one of the most important aspects in providing employees with a safe and secure workplace. According to Rashid et al. (2018), it was found that a healthy and safety workplace environment are good in retaining employees, lowering the risk of high turnover intention of the employees. Regardless matter how much it costs to implement safe procedures and install security technology, the consequences of failing to invest in health and safety management can be disastrous.

2.3.2 Human Rights

Human rights are defined as “rights that identify every human being’s inherent value regardless of background, nationality, place of residence, ethnic origin, sex, religion, language, and any other status”, by the United Nations Human Rights. Human rights are founded on the principles of equality, mutual respect, and dignity, which are shared by all religions and civilizations (Adu-Gyamfi et al., 2021). It simply comes down to making honest decisions, treating others equally, and being treated fairly (Canon, 2000).

Organizations that participate in moral or ethical conduct provide a source of motivation for internal stakeholders, which improves their job performance, engagement, and satisfaction, all of which benefit the organization (Adu-Gyamfi et al., 2021). It is thought that when employees feel that their human rights are protected, appreciated, and treated fairly by the organization, they would establish confidence and trust in it. In other words, building trust leads to positive attitude and behaviour, which may boost employees’ commitment and performance, where it can increase job satisfaction and reduce turnover intention.

Organizations get the biggest benefit when they are able to attract and retain the greatest employees, as well as increase their potential and execution (Laine, 2015). This is because businesses may be unable to hire outstanding people due to biased methods and rules. Additionally, it may cause employee dissatisfaction and a decrease in staff commitment to the organization. To put it in another way, employees should be treated fairly in order to avoid disputes. Generally, an organization that respects employees’ human rights would encourage employees to have a positive mindset in the workplace, increasing job satisfaction and lower the turnover intention.

2.3.3 Training and Development

In today's competitive workforce, a trained and competent employee is in more demand. Employee training not only enables employees get the technical and professional skills they need, but it also shows that companies care about investing in their employees and giving them a greater opportunity for advancement (Adu-Gyamfi et al., 2021). According to Thang (2012), employees enhance their current knowledge, skills, and capabilities through conference and other events that drive them to perform successfully at work. Both training and development, in this sense, are aimed at improving employees' skills, knowledge, and attitudes.

Training and development may help employees improve their performance and competence by boosting their learning capabilities with effective learning. According to studies, employees may improve their productivity through learning effectively, which leads to increased job satisfaction and enthusiasm for the organization (Ayub & Rafif, 2011; Halpin et al., 2015). Analytically, training becomes necessary at each stage of development and diversification. To perform better and enhance efficiency, employees must get necessary knowledge and generate their skills and expertise. The organization's learning process includes training and development.

Generally, adopting training and development supports organizations in maintaining appropriate levels of productivity while also provides employees a competitive advantage to survive in an organization. Higher productivity and growth for long-term competition might arise from well-designed and structured training and development programmes (Adu-Gyamfi et al., 2021).

2.3.4 Work-life Balances

Work-life balance is an important aspect of a healthy workplace environment. Since employees spend more time on work duties, work-life balance attempts to reduce employee stress and despair. Chronic stress, for example, is a prevalent health issue in the workplace. Psychological and physical side effects such as mental difficulties, insomnia and heart-related problems might happen due to improper work-life balance (Adu-Gyamfi et al., 2021). As a result, establishing a work-life balance can assist in reducing workplace stressful situations.

Organizations have begun to recognize the importance of work-life balance in retaining competent employee in the corporate sector. This is due to the fact that work disruptions into employees' personal time would have an influence on their attitude toward their jobs. Flexible workplace conditions and policies, such as flexible working hours, company-sponsored family activities, and paid-time-off policies such as sick days, and so on, can help organizations efficiently manage work-life balance (Adu-Gyamfi et al., 2021). According to Koonmee et al. (2010), job satisfaction is said to be positively correlated to the quality of one's work life. Adu-Gyamfi et al. (2021) suggested that organizations may leverage modern technology to allow employees to work flexibly without having to work excessive hours. Job duties may now be completed faster and more easily due to the innovation of technology appliances.

Generally, if an organization prioritises a positive work environment with an emphasis on work-life balance, it will save revenue and maintain a healthier and more productive team. A healthy and high productive team will preserve employees with high job satisfaction, which create low rate of turnover intention.

2.3.5 Workplace Diversity

Due to enormous shift in the workplace environment, the growth and enhancement of workplace diversity has become a critical problem for organizational management over time. According to Adu-Gyamfi et al. (2021), workplace diversity refers to “employees of various sexes, genders, ethnicities, races, ages, political views, religions, languages, educational backgrounds, physical abilities or socioeconomic position, life experiences, and cognitive methods to problem-solving in the workplace”. Surprisingly, workplace diversity encompasses not just the employment of various personnel, but also the equitable involvement of all employees.

In order to develop strong cooperation, an effective workplace diversity organization must engage and connect with its employees on a regular basis. Effective managing diversity may lead to a positive workplace environment where all employees are appreciated regardless of ethnicity, religion, or culture, allowing them to realize their full potential and enhance their commitment in the organization (Patrick & Kumar, 2012). When employees believe they have been treated unfairly by their managers and supervisors, there is a higher intention for them to leave the organization (Parker et al., 2011).

In many organizations, workplace diversity management remains a struggle. Workplace diversity is still a major issue since it has no bounds and knows no organizational borders. Nevertheless, an organization that promotes diversity, on the other hand, may expand its creativity and skill set, as well as become more inventive and competitive. Furthermore, recognizing and valuing diversity will increase organizational performance, efficiency, and long-term competitiveness. Handling a variety of qualities in the workplace should be ingrained in the culture of the organization, as it may lead to improved employees’ engagement, increasing job satisfaction and reducing turnover intention.

2.4 Concept and Importance of Job Satisfaction

Humans, according to the humanitarian viewpoint, ought to be treated well and properly. Employees' job satisfaction or job dissatisfaction may indicate the amount to which they are treated well or badly in the workplace. Employees' job satisfaction or job dissatisfaction, according to the utilitarian point of view, can result to activities that influence the operation of the organization (Yücel, 2012). For instance, high job satisfaction may result to greater organizational productivity.

When someone talk about employee behaviour and attitude, they generally imply job satisfaction (Robbins & Judge, 2013). Job satisfaction refers to having a favourable attitude about a job as a result of its qualities. Job satisfaction is a critical topic because an individual who is satisfied with his or her job seems to have a good attitude about it; while a person with a low degree of retains negative views (Robbins & Judge, 2013).

Researches have astutely noted that employees with high job dissatisfaction may engage in negative actions like poor service, and also physical and psychological problems like stress and insomnia (Spector, 1997). Organizations need to recognize the reasons that cause employee dissatisfaction as they could induce difficulties to the firm. The elements must be identified in order to address the problem of dissatisfaction, which is detrimental to the organization's efficient flow.

Job satisfaction is found to be adversely related with the intention to leave the company in previous researches (Hom & Kinicki, 2001; Lee et al., 1996; Michaels & Spector, 1982). Employees who are unsatisfied are more likely to consider leaving their work. If employees who are unsatisfied continue working, the overall performance and productivity of the organization will suffer as a result of their unsatisfactory working motivation.

2.4.1 Brayfield and Rothe Model

Organizations are constantly monitoring employee job satisfaction and morale. It has long been known that the efficacy of selection, training, and monitoring programmes should be measured in part by how satisfied employees are with their jobs and that employee approaches and processes should be evaluated against a job satisfaction criterion. In this study, Brayfield and Rothe Model will be utilized to further illustrate the concept of job satisfaction.

According to Brayfield and Rothe (1951), it was thought that an individual's attitude to his job might be used to predict job satisfaction. Attitude scale approach has been used in their index construction as it can be utilized to provoke a response and acquire expression from an object or individual. This approach allows the measurement of emotional expression and these qualities imply that attitude scaling approach might be useful in constructing a job satisfaction index.

Likert scaling methods was used to develop an attitude scale that claimed to be an index of job satisfaction. For one big group, a reliability coefficient of .87 was found (Brayfield & Rothe, 1951). The nature of the items, the method of development, and the blank's differentiation ability when used to two groups that may fairly be expected to differ in job satisfaction provide evidence for its high validity (Brayfield & Rothe, 1951).

The questionnaire constructed by Brayfield and Rothe (1951) comprises 18 statements with 5-point Likert scoring system consisting of five categories from "strongly disagree" to "strongly agree". 5 statements out of the 18 statements were adopted as the measurement for job satisfaction in this study. As it is concerned with the larger area of an individual's satisfaction with his or her entire employment, rather than specific aspects, a global measure was used (Yücel, 2012).

2.5 Concept of Employees' Turnover Intention

Turnover intention can be referred to as employees' intent to leave their organization or company. According to Price (1977), turnover is defined as “the ratio of the number of organizational members who quit during the time under consideration divided by the average number of people in that organization during that period”. High turnover rate has a negative effect on the organization in terms of both direct and indirect costs.

According to the literature on general people management, a reduced turnover rate can save expense on recruitment and training of replacement employees, as well as increase individual employee devotion and commitment to the company, resulting in improved organizational performance (Abbasi & Hollman, 2000). An overly low turnover rate, on the other hand, is harmful to companies since it can hinder possibilities for internal promotions and for bringing in new blood from outside labour markets, affecting organizational performance (Staw, 1980; Dalton & Todor, 1982).

Organizations incur significant expenditures as a result of increased turnover rates (Brown et al., 2016). As an employee's turnover intention grows, so does the expense of training. The degree of trust of current employees declines, which make the work load transfers to existing employees, and all of this leads to difficulties in meeting organizational goals (Al-Mamun & Hasan, 2017). Turnover not only raises the expense of acquiring and training new employees, but it also increases the loss of competent employees.

2.5.1 Mobley, Griffeth, Hand and Meglino Model

Employee turnover is a topic of interest to a variety of fields, and it has been the subject of study and debate at various areas of discussion. In this study, Mobley, Griffeth, Hand and Meglino Model will be utilized to further illustrate the concept

of turnover intention. Mobley et al. (1979) state that the method adopted is mostly psychological, and it is based on the assumption that turnover is a personal decision.

In the research of Mobley et al. (1979), they have revised the most recent major reviews and evaluations of the turnover literature. They also tried to specify the various modulation frameworks that have previously been recommended as explanatory variables in the turnover process and established a conceptual model of individual-level employees' turnover that is relevant to the research literature (Mobley et al., 1979).

There are few characteristics of the model, listed as below:

1. It is a model of employee turnover at the individual level. Individual variations in views, expectations, and values are acknowledged and appreciated. Individual variations in individual and career factors are also taken into account.
2. Alternative job perception and analysis are discussed in detail.
3. The importance of job values and interests in comparison to others, views about non-work-related repercussions of leaving or staying, and contractual limitations are all discussed in detail.
4. It is suggested that job satisfaction (current affect), job attractiveness (anticipated future effect), and attraction of achievable alternatives all play a role in turnover.
5. The intention to leave is thought to be an early predictor of turnover, with impulsive behaviour and the interval between assessment of intentions and conduct weakening the relation.

2.6 Relationships between Internal CSR, Job Satisfaction and Employees' Turnover Intention

An organization's relationship with its employees is a give-and-take relationship in which both sides attempt to achieve their desires (Kim et al., 2017). However, in the long run, organizational-employee relations are frequently strained by a variety of factors, including organizational context and job satisfaction, which can influence whether an employee want to stay or quit their current position.

Currently, the perception of corporate social responsibility (CSR) is emerging as an important component of strategic human resource management, which is critical for long-term organizational sustainability. When employees see their organizations as responsible, caring, and generous peoples of their society (a goal of internal CSR activity), they are more likely to feel happy with their job, which is associated with a lower turnover intention (Rupp et al., 2006). Internal CSR entails social responsibility activities for the employees and also aids in increasing employees' salaries and benefits over time, resulting in increased employees' job satisfaction, which leads to a decrease in turnover intention rate (Campbell, 2007; Vives, 2006).

Although low job satisfaction is not always linked to decreased productivity on an individual basis, it is frequently linked to increased absenteeism and turnover (Hom & Kinicki, 2001; Lee et al., 1996; Michaels & Spector, 1982). On the other hand, high job satisfaction may reduce employee absenteeism and turnover intention, as well as boost organizational citizenship behaviours, resulting in improved overall organizational performance (Kim, 2004).

According to empirical data, as an employee's job satisfaction reduces, his or her intention to leave raises (Elangovan, 2001; Michaels & Spector, 1982; Tett & Meyer, 1993). Nevertheless, due of their greater devotion to their professions and aversion to

the possibility of changing occupations, it is possible that even if job satisfaction is poor, employees will remain on because of their greater desire for job security. As employees in companies generally enjoy or dislike their work, it is fair to assume that, given the appropriate set of circumstances, some employees will remain or quit the company (turnover). For instance, high job satisfaction may result to greater organizational productivity, whereas high job dissatisfaction may result to increased absenteeism or turnover intention.

Employees will plan to quit their job position if they believe that the organization's social, economic, and psychological characteristics are not in their favour, which will allow them to consider other options (Rashid et al., 2018). Based on social exchange theory, employees are constantly engaged in mutual interactions with management in organizations. Employees are more likely to maintain relationships with management of the company if they are benefited from these interactions. If they do not believe they are benefiting from this interaction, they will intend to quit their organization (Masterson et al., 2000).

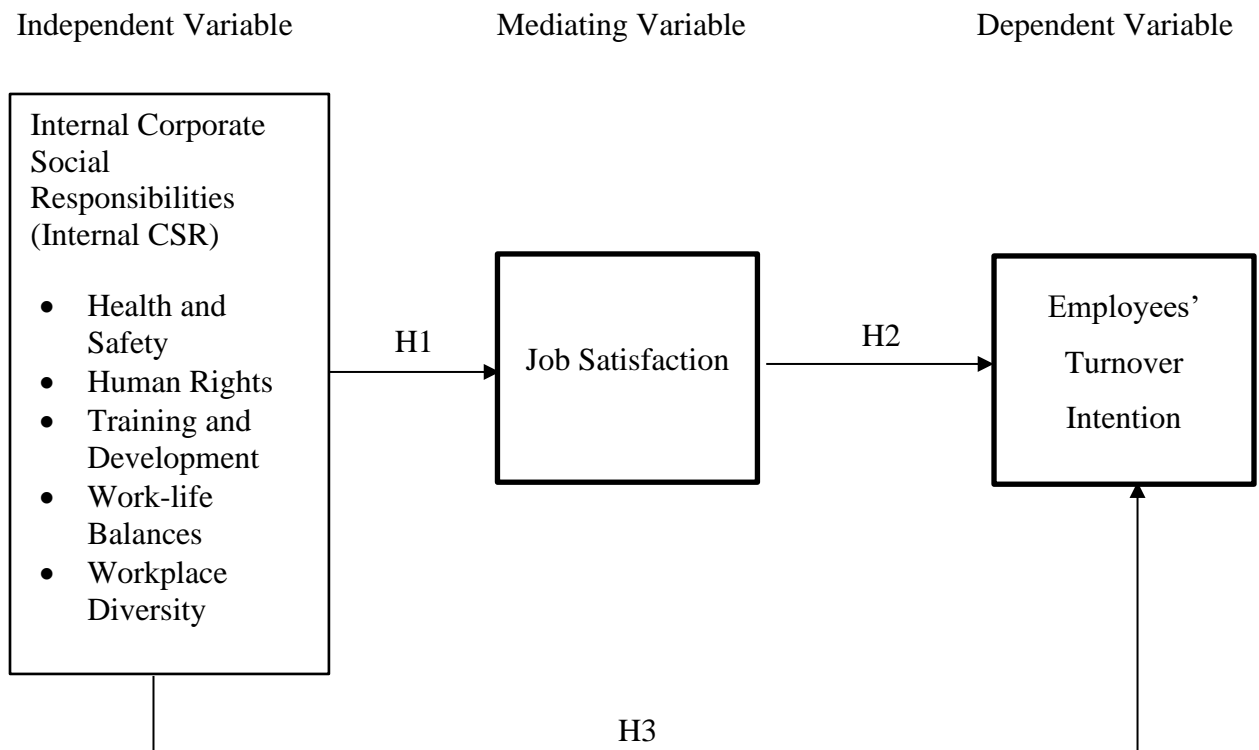
According to previous studies, job dissatisfaction has been generally linked to poor behavioural consequences such as absenteeism and turnover intention (Griffeth et al., 2000; Sousa-Poza & Sousa-Poza, 2007). Another research by Currall et al. (2005) found that employees' job satisfaction was shown inversely correlated to turnover intention. Davis (2006) found that general job satisfaction is inversely related to turnover intentions in his research. Studies of Larrabee et al. (2003) and Parry (2008) shown that employees' job satisfaction has been found to be the most important indicator of turnover intention.

By meeting employees' ethical and progressive job needs, an organization's CSR initiatives can generate good employee job satisfaction and a drop in turnover intention (Du et al., 2015). Furthermore, CSR also contributes to the organization's productivity

by promoting a healthy work environment. It is a technique that connects employees to the organization and improves their performance. It has been found in previous studies that when a company practices CSR, there will be beneficial influence on employee retention (Lee et al., 2013; Singhapakdi et al., 2015). Employees should demonstrate this type of good attitude in order to remain attached to their existing job.

2.7 Proposed Conceptual Framework

Figure 2. 1: Conceptual Framework



Source: Developed for the research

2.7.1 Hypotheses

The following hypotheses will be examined in order to investigate the research questions:

Hypothesis 1

H₁: There is a positive relationship between internal corporate social responsibilities (Internal CSR) and employees' job satisfaction level.

Hypothesis 2

H₂: There is a negative relationship between employees' job satisfaction and employees' turnover intention.

Hypothesis 3

H₃: There is a negative relationship between internal corporate social responsibilities (Internal CSR) and employees' turnover intention.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

A research methodology is a methodological and theoretical examination of the procedures used in a particular field of study. It is also a step-by-step method to perform an empirical investigation on this research.

The main objective of this research is to investigate the relationship among internal corporate social responsibility (CSR), job satisfaction and turnover intention in the service industry in Klang Valley, Malaysia. This chapter begins with the research design, followed by time horizon of the research, data collection method, sampling design and research instrument. Construct measurement, data processing, methodological consideration and data analysis methods are then discussed in this chapter.

3.1 Research Design

A research design is a study's main plan. The type of research (experimental or descriptive), the research question, dependent and independent variables, hypotheses, data collecting procedures and data analysis are all described in the study plan (Jalil, 2013). Research design also refers to the system used to get answers to research questions.

A quantitative research approach was used to perform this investigation. A quantitative study is a technique of comprehending models that employs empirical research, computer methods or traditional mathematical methods (Zikmund et al., 2010). Quantitative research aims to develop and test numerical models, hypotheses and theories that are relevant to the subject. Furthermore, quantitative data or information is any data in the form of numbers or statistics, such as percentages, rates, and so on.

The quantitative survey data for this study is collected via a self-administered survey, where the respondents complete self-administered surveys on their own, without the help of the researcher (Zikmund et al., 2010). Long feedback surveys and individual interviews are disliked by the great majority of responders. As a result, self-administered surveys avoid these problems since respondents may offer enough feedback and avoid skewed replies.

The primary target of this research is individuals who work as customer service representatives in medical device institutions. Causal research is the study of cause-and-effect relationships. To establish causation, changes in the variable believed of influencing the difference in that other variable must first be identified, and then the changes from the other variable must be computed and evaluated. This research adopted a causal research approach, where the purpose of this research is to investigate

the factors of internal CSR influence employees' job satisfaction and turnover intention.

3.2 Time Horizon of Research

In this research, a cross-sectional analysis is employed where it is a type of observational research that uses data obtained from respondents at a certain moment in time to create a report (Zikmund et al., 2010). The data was gathered from respondents in this study who fit various demographic categories, such as gender, age, race, marital status, highest degree of education, tenure in present employment, and job position that closely matched the respondents. Furthermore, since it concentrates on how a single variable varies between respondents, a cross-sectional analysis of research approach is straightforward and efficient (Johnson & Hall, 1988).

3.3 Data Collection Method

The data collecting method of quantitative or qualitative data, as well as data from open-ended questions, is a crucial element of any sort of research project. It is critical to choose the right approach since it might have a significant impact on the study's outcomes. An appropriate data collection will result in a legitimate result being tested, whereas an incorrect data collection will have an influence on the study's outcomes and eventually result in inaccurate results being tested.

The research hypotheses questions will be examined by conducting both primary and secondary data for this research. The primary data source is from the survey of questionnaires, while secondary data is gathered through journal articles and electronic library databases.

3.3.1 Primary Data

The collection of original or first-hand information by the researcher is referred to as primary data (Sekaran & Bougie, 2010). Primary data is used to collect information about a specific proposed study and it was said to be the most trustworthy data since it hasn't been processed or evaluated by anybody else (Cooper et al., 2006). The questions are designed to gather the information needed to satisfy the research's purpose.

In this research, a self-administered survey is used. To obtain quantitative data, respondents would be sent structured questionnaires via Microsoft online form which allows the researcher to focus on specific subjects while maintaining greater control over how data is obtained in a reasonable timeframe. The primary data for this study was gathered using a Microsoft online questionnaire form, which allows uniformity by ensuring that all respondents are going through the same questions and are given the same response choices for each inquiry, resulting in simplicity of administration and evaluation.

3.3.2 Secondary Data

Secondary data is information that has previously been collected and compiled by other academics and has been subjected to statistical analysis and is publicly available and accessible from a variety of sources (Sekaran & Bougie, 2010). In comparison to primary data, secondary data information is significantly less expensive and more widely available. Secondary data also allows the researcher to get an overview of the research topic, following by creating suitable research design, and evaluate new research hypotheses by identifying critical elements.

Many papers by previous scholars were examined in this research study. The researcher frequently utilizes journal and internet search engines such as Science Direct, Emerald and Google to find pertinent information. The university's online library is able to access all the journals without any extra charges which ease the work of the researcher.

One of the most significant advantages of secondary data is that it is readily available, requiring less time to collect all pertinent material that might be used in the literature review of the research. Secondary data, on the other hand, must be properly reviewed to ensure that it is relevant to the research topic.

3.4 Sampling Design

Sampling is the process of selecting a representative subset of a larger population in statistics, often known as a sample (Showkat & Parveen, 2017). Researchers may perform research with more comprehensible data and in a shorter amount of time by using samples. Furthermore, sampling might improve the study's accuracy and precision.

3.4.1 Target Population

Population can be defined as the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran & Bougie, 2016). The target population for this study is the service employees who work in medical device institutions located in Klang Valley, Malaysia. A total of 400 questionnaires will be distributed to the potential respondents.

3.4.2 Sample Size and Elements

A reliable and valid sample usually enables researchers to generate from sample to the population. The sample statistics should be reliable when estimating it to make sure it will cover all population parameters to reduce margin error (Sekaran & Bougie, 2016). This research has a sample size of 400 people from Klang Valley, Malaysia. The sample size for the intended responders is 385. As a result, the response rate is 96.25%. With a 95% confidence level, they were chosen at random from the target population.

The target population is too large for the researcher to reach all of the individuals during the sampling method. As a result, a smaller, specifically selected sample is used to represent the entire population. This implies that any individuals who are related to the aim of the research will be chosen as sample units.

3.4.3 Sampling Technique

There are two types of sampling techniques, namely probability sampling and non-probability sampling. Random selection is used in probability sampling, which enables the researcher to draw strong statistical judgments about the entire population, while non-probability sampling entails non-random selection based on convenience or other factors to make data collection simpler for the researcher.

Randomization is a part of the selection method for probability sampling. In the case of non-probability sampling, there is no method to determine the likelihood of any single element being included in the sample because the parts are chosen arbitrarily. Aside from that, there is no guarantee that each component will be included, making it impossible to assess sample variability or detect potential biases (Sekaran & Bougie, 2010).

However, when the researcher is trying to obtain data and develop ideas, non-probability is more productive and efficient. In addition, it is more convenient and less expensive. Scholars also often use non-probability sampling to obtain information from a group of respondents. For this research, the researcher used non-probability sampling due limitation of time.

Convenience sampling is a non-probability sampling approach that relies on data collection from a target respondent that is easily available to participate in the research. In this study, convenience sampling is employed, which entails finding respondents wherever the researcher can find them and asking them to participate on a regular basis.

This study's target respondent is 384 service employees that work in medical device institutions in Malaysia's Klang Valley. As a result, judgmental sampling which is a non-probability sampling approach is appropriate for this investigation because the respondents are difficult to identify. The researcher picks the respondents based on his or her judgement and skills in this sort of sampling technique (Sekaran & Bougie, 2010).

Since the researcher has a group of reliable respondents who could assist in gathering adequate information for this research, judgmental sampling is used in this research. As the researcher is collecting data from the target respondents which are the service employees, sampling technique is employed (Jalil, 2013).

3.5 Research Instrument

The design of questionnaires is discussed in this section. The questionnaires are classified into four sections, with some research questions taken from past research and some created by the researcher. The following is a list of the sections:

Table 3.1: Content of Questionnaires

Section	Information	Items	Adopted from:
A	Demographic Profile	7	Self-developed
B	Internal Corporate Social Responsibility (CSR)		
	- Health and Safety	4	Al-bdour et al. (2010)
	- Human Rights	4	Al-bdour et al. (2010)
	- Training and Development	3	Al-bdour et al. (2010)
	- Work-life Balance	3	Al-bdour et al. (2010)
	- Workplace Diversity	2	Al-bdour et al. (2010)
C	Job Satisfaction	5	Brayfield and Rothe (1951)
D	Turnover Intention	3	Mobley, Griffeth, Hand and Meglino (1979)
	TOTAL	31	

Source: Developed for the research

3.5.1 Section A: Demographic Profiles

The researcher constructed Section A, which is used to collect personal information from respondents. It consists of seven questions that describe the target respondents' gender, age, race, marital status, highest education level, tenure in present employment, and work position. Each of the fixed-alternative questions requires respondents to select the most appropriate option.

3.5.2 Section B: Internal Corporate Social Responsibilities (CSR)

Section B will look into the relationship between the five core dimensions of internal CSR activities, job satisfaction and turnover intention of service employees to the organization. Al-bdour et al. (2010) provided a total of 16 questions. Besides that, respondents' perceptions are measured using a five-point Likert scale in this section. Respondents are given a five-response option, which

ranges from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, to 5 = strongly agree.

Losby and Wetmore (2012) claim that the Likert scale is the most often used approach for scaling responses in survey research. It is a survey-based psychometric scale that is commonly used in research studies. Furthermore, when a broad estimate of conclusion surrounding a certain issue or experience is required, this is an incredibly useful question style for academics.

3.5.3 Section C: Job Satisfaction

Section C will look into how job satisfaction will affect the turnover intention of the employees in service industry. The questionnaire was adopted from the research of Brayfield and Rothe (1951) and it consisted of a total of 5 questions. Just as in Section B, respondents' perceptions are measured using a five-point Likert scale and the options ranges from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, to 5 = strongly agree.

3.5.4 Section D: Turnover Intention

Section D is to explore the turnover intention of the employees in service industry. The questionnaire was adopted from Mobley, Griffeth, Hand and Meglino model (1979) and it consisted of only 3 questions. Just as in Section B and Section C, respondents' perceptions are measured using a five-point Likert scale and the options ranges from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, to 5 = strongly agree.

3.6 Construct Measurement

In this study, a questionnaire is utilized as an exploratory tool, which contains a series of questions with the intention of the researcher gathering data from respondents. According to Zikmund (2003), there are four measuring scales which are nominal, ordinal, interval, and ratio, that can be used to categorize various types of data and led the data to the appropriate measurement.

Nominal scale represents unrestricted assignment of numerals such as labels, words, and letters. Ordinal scales are often used to assess non-numerical variables like happiness and contentment. Interval scales are numerical scales on which the analyst may see the exact variations in the values and the order. Ratio scales offer precise value between units and have an absolute zero, allowing a wide range of descriptive and inferential measures to be utilized.

Nominal scale and ordinal scale will be used interchangeably for the data collected in Section A of the questionnaire, where the section gathered the demographic profile of the respondents. Data that used nominal scale includes gender, race, education level and others that can be classified into categories. As for ordinal scale, age and duration of the respondents in their present employment used ordinal scale.

Section B, Section C and Section D of the questionnaires utilized interval scale. Five-Point Likert scale is used as the measurement scale, where a Likert scale is a type of attitude that has two aspects, either positive or negative, or the degree to which a person likes or dislikes a product or service. In this Likert scale, “agree” and “disagree” is the direction while “strongly” is the intensity. Likert scale with 5-point of measurement will be used to measure the respondents’ perception by strongly disagree to strongly agree on the variables.

3.7 Data Processing

Generally, data processing entails acquiring and managing information in order to convey critical information. It is critical for the researcher to verify that the questionnaires returned from respondents are done completely. When all of the data is submitted into the software to be processed, missing information might lead to inaccuracies. Thus, the researcher will do a manual review of all of the obtained questionnaires to ensure that all of the questions have been filled completely by the respondents.

3.8 Data Analysis

According to the study of Becker et al. (2012) and Hair et al. (2013), Structural Equation Modeling (SEM) has been a critical model where it is majorly popular especially in Partial Least Squares (PLS) that performs a varied option to covariance-based SEM, which is also named as CBSEM. If the collected data is not normally distributed, it is fairly suitable to utilize this approach for the study.

According to Becker et al. (2012), the illuminated contrast of the confined inactive element in the PLS model is raised by evaluating partial model relationships in a frequentative grouping of Ordinary Least Squares (OLS) regressions. On the other hand, CBSEM is measuring the parameters of the models to decrease the difference between the assessed and sample covariance matrix. Having been said, PLS is suggested to be a soft modelling approach with least requirement with respect to sample sizes, evaluation dimensions and data normality (Monecke & Leisch, 2012).

In this research project, SmartPLS will be used to analyse and evaluate the collected data. SmartPLS is an independent programmed specially for PLS path models, where it is regulated through drag and drop. It is able to operate independently of other

hardware or software and could draw dormant factors for the basic models. The indicators would then be appointed to the dormant factors (Hair et al., 2013).

3.8.1 Descriptive Analysis

The basic components of the information in research are depicted using descriptive analysis. The sample and measurements are better understood according to this research. It also provides a useful summary of the data. Aside from that, it serves as the foundation for any quantitative data analysis, as well as simple graphical analysis such as percentage and frequency distribution of the respondents.

3.8.2 Inferential Analysis

Inferential analysis is to make predictions or inferences from the group of collected data, and proceed with making generalizations or assumptions regarding that collection of population. The two main focus of inferential analysis is to estimate parameters and making hypothesis tests.

According to Becker et al. (2012), researchers have to ensure that predetermined statistical model has been identified and acting in accordance to the suggested conceptual model. The model should also follow the prerequisites, such as the recognition and data according to the arrangement of the research project. Furthermore, the structural model is actually based on theory, where its major focuses are research questions and research hypotheses (Hair et al., 2013).

In order to evaluate PLS-SEM results, two parts have to be completed and analyzed. First of all, the measurement models with the analysis altering reliance on whether the model comprises formative and reflective measures, or both are investigated. When the measurement model valuation performs results that fulfils expectations,

though not outstanding or perfect, the evaluation can be moving on to the second part, which is analyzing the structural model.

3.9 Conclusion

In conclusion, Chapter 3 covered the research methodology that will be used in this study. The hypotheses generated in this study were also tested using descriptive analysis and inferential analysis. In Chapter 4, the analyzed data and findings obtained by SmartPLS software will be discussed.

CHAPTER 4

RESEARCH RESULTS

4.0 Introduction

The main objective of this research is to investigate the relationship among internal corporate social responsibility (CSR), job satisfaction and turnover intention in the service industry in Klang Valley, Malaysia and related questionnaire has been distributed to collect responses from the target respondents. The collected data was analysed by SmartPLS and the evaluated results will be discussed in this chapter.

Descriptive analyses were shown in frequency tables and charts in an orderly manner. The analysis was then followed by inferential analyses, where measurements and structural models obtained from the output of SmartPLS were discussed.

4.1 Response Rate

Table 4.0: Rate of Return of Questionnaires

Questionnaires Distributed	400
Total Response	385
Total Response Rate (%)	96.25%

Source: Developed for the research

A total of 400 questionnaires were sent out to the service employees who work in medical device institutions located in Klang Valley, Malaysia. With 385 receiving responses, the response rate is shown to be 96.25%.

4.2 Descriptive Analysis

This section explains the results of analyses based on demographic data obtained from 385 respondents. The results of the analysis are represented in tables, bar graphs and pie charts that show the frequency and percentages of the attributes of the respondents.

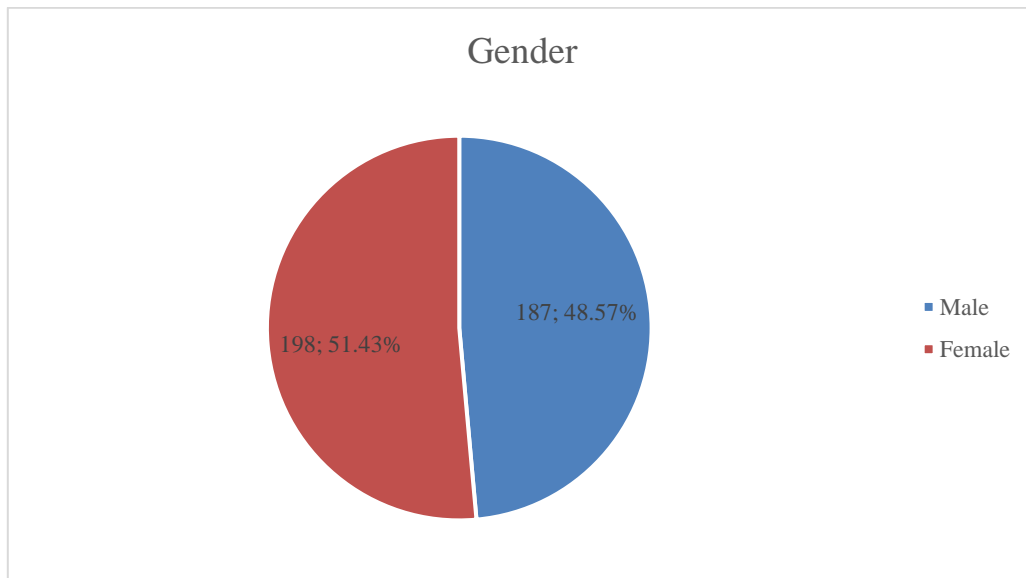
4.2.1 Gender

Table 4.1: Frequency Table on Gender of Respondents

Gender	Frequency	Percentage (%)
Male	187	48.57
Female	198	51.43
Total	385	100.00

Source: Developed for the research

Figure 4.1: Pie Chart on Gender of Respondents



Source: Developed for the research

The majority of the respondents, 51.43%, are female, as indicated in Table 4.1 and Figure 4.1 (198 respondents). Male responders made up 48.57% of the total (187 respondents).

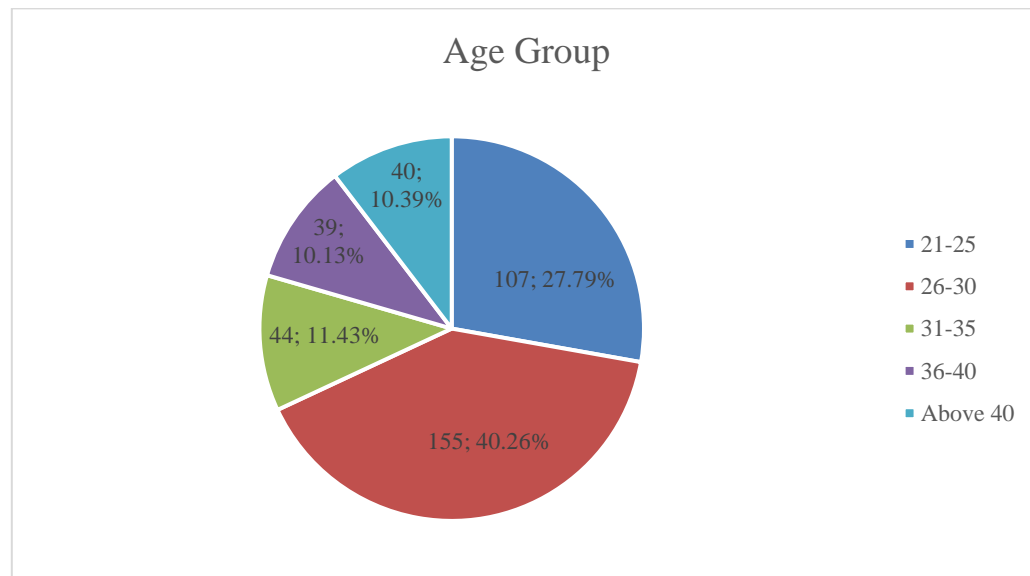
4.2.2 Age Group

Table 4.2: Frequency Table on Age Group

Age Group	Frequency	Percentage (%)
21 – 25	107	27.79
26 – 30	155	40.26
31 – 35	44	11.43
36 – 40	39	10.13
Above 40	40	10.39
Total	385	100.00

Source: Developed for the research

Figure 4.2: Pie Chart on Age Group



Source: Developed for the research

As for the age group, the majority of the respondents were aged between 26 to 30 years old (40.26%). This followed by respondents that aged between 21-25 years old (27.79%). Next, respondents with the age group of 31-35 comprised 11.43%. Then, age group of above 40 and 36-40 were 10.39% and 10.13% respectively.

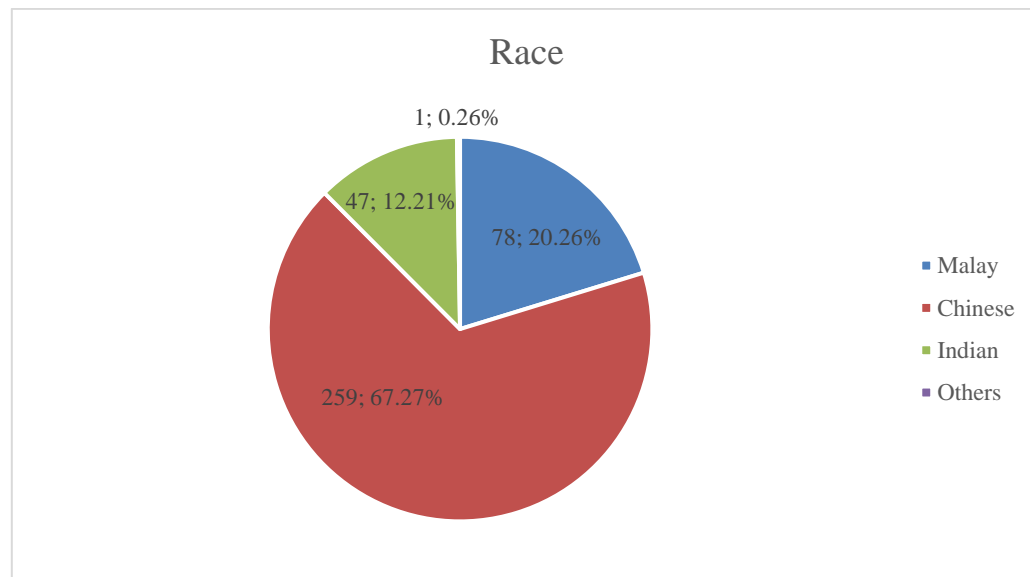
4.2.3 Race

Table 4.3: Frequency Table on Race

Race	Frequency	Percentage (%)
Malay	78	20.26
Chinese	259	67.27
Indian	47	12.21
Others	1	0.26
Total	385	100.00

Source: Developed for the research

Figure 4.3: Pie Chart on Race



Source: Developed for the research

As for the race of the respondents, the majority of the respondents were Chinese (67.27%). Malay ranked second (20.26%) and followed by Indian which carried 12.21%. There were only 1 respondent from other races which contributed to 0.26%.

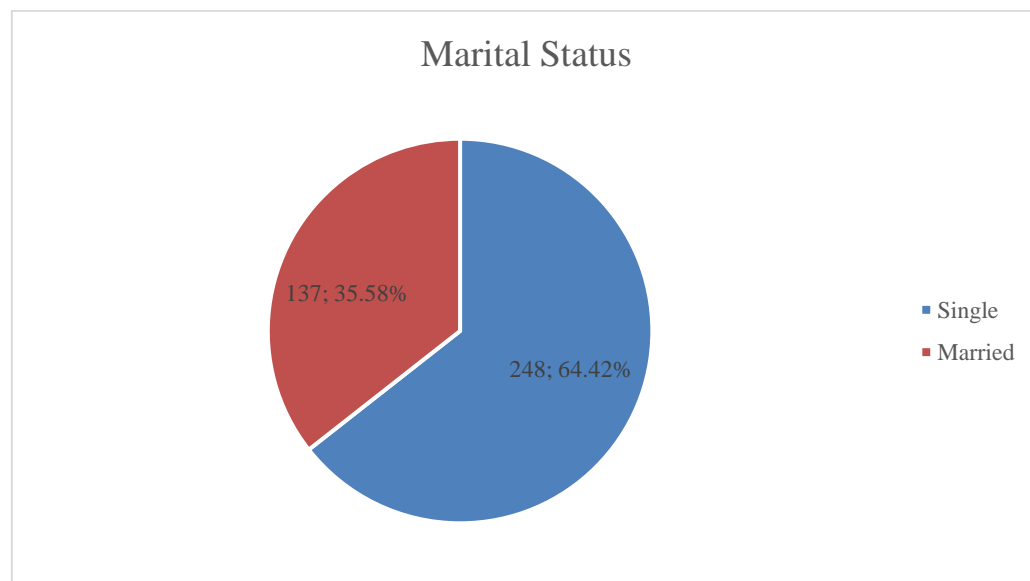
4.2.4 Marital Status

Table 4.4: Frequency Table on Marital Status

Marital Status	Frequency	Percentage (%)
Single	248	64.42
Married	137	35.58
Total	385	100.00

Source: Developed for the research

Figure 4.4: Pie Chart on Marital Status



Source: Developed for the research

The majority of the respondents, 64.42%, are single, as indicated in Table 4.4 and Figure 4.4 (248 respondents). Married responders made up 35.58% of the total (137 respondents).

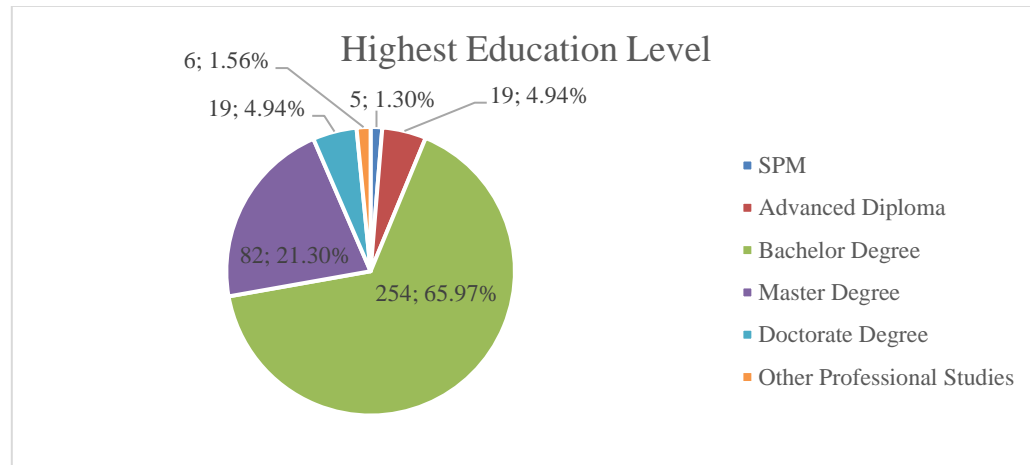
4.2.5 Highest Education Level

Table 4.5: Frequency Table on Highest Education Level

Highest Education Level	Frequency	Percentage (%)
SPM	5	1.30
Advanced Diploma	19	4.94
Bachelor Degree	254	65.97
Master Degree	82	21.30
Doctorate Degree	19	4.94
Other Professional Studies	6	1.56
Total	385	100.00

Source: Developed for the research

Figure 4.5: Pie Chart on Highest Education Level



Source: Developed for the research

Based on Table 4.5 and Figure 4.5, the majority of the respondents were holding Bachelor Degree (65.97%). This followed by Master Degree respondents (21.30%). Next, respondents with Advanced Diploma and Doctorate Degree were comprising the same amount of 4.94%. Finally, respondents holding other professional studies and SPM levels were 1.56% and 1.30% respectively.

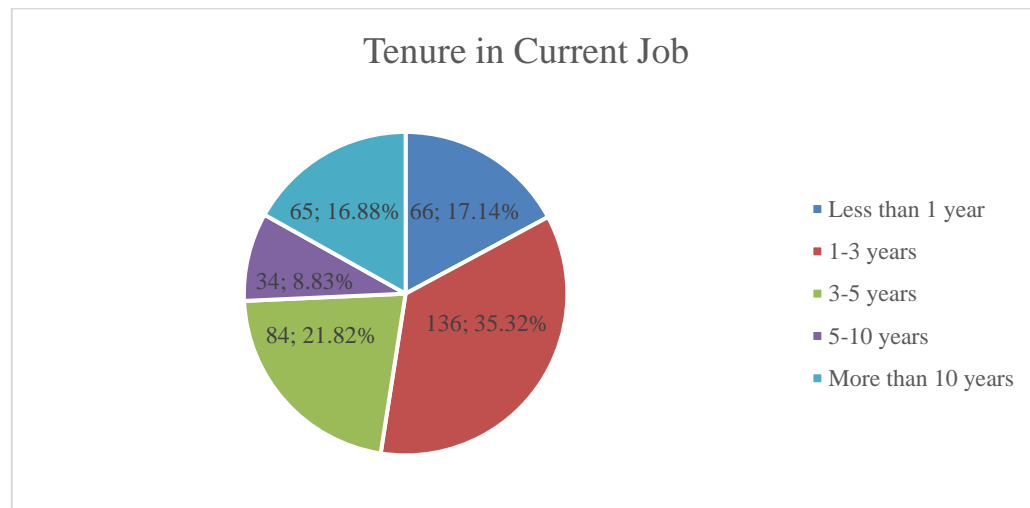
4.2.6 Tenure in Current Job

Table 4.6: Frequency Table on Tenure in Current Job

Tenure in Current Job	Frequency	Percentage (%)
Less than 1 year	66	17.14
1 – 3 years	136	35.32
3 – 5 years	84	21.82
5 – 10 years	34	8.83
More than 10 years	65	16.88
Total	385	100.00

Source: Developed for the research

Figure 4.6: Pie Chart on Tenure in Current Job



Source: Developed for the research

As shown in Table 4.6 and Figure 4.6, the majority of the respondents had served their company for 1 to 3 years, which comprised of 35.32%. Respondents that served their company for 3 to 5 years were ranked second (21.82%), followed by respondents that served for less than 1 year (17.14%), 16.88% that served for more than 10 years and 8.83% that served for 5 to 10 years.

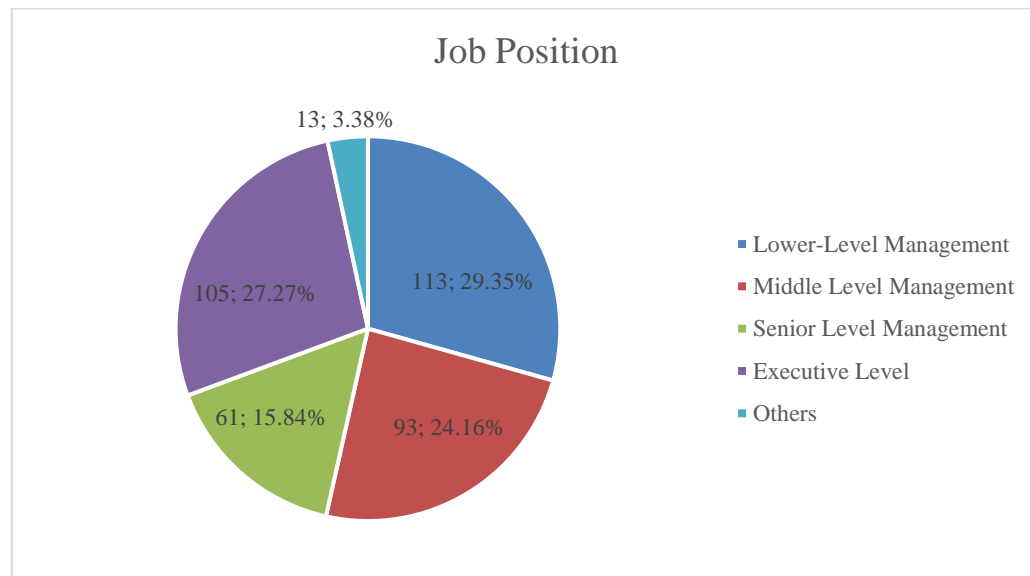
4.2.7 Job Position

Table 4.7: Frequency Table on Job Position

Job Position	Frequency	Percentage (%)
Lower-Level Management	113	29.35
Middle Level Management	93	24.16
Senior Level Management	61	15.84
Executive Level	105	27.27
Others	13	3.38
Total	385	100.00

Source: Developed for the research

Figure 4.7: Pie Chart on Job Position



Source: Developed for the research

As shown in Table 4.7 and Figure 4.7, the majority of the respondents were lower-level management (29.35%), followed by executive level (27.27%), middle level management (24.16%) and senior level management (15.84%). There were only 13 respondents from other levels of management which comprised of 3.38%.

4.3 Part 1 - Measurement Model Analysis

Measurement model analyses can be divided into convergent validity and discriminant validity. Convergent validity is referring to the closeness between the new scale and other variables and measures of the same construct (Krabbe, 2016). According to Gholami et al. (2013), the evaluation of convergent validity is found out and determined by evaluating factor loading, average variance extracted (AVE) and composite reliability (CR).

Table 4.8: Factor Loading, Convergent Validity and Internal Consistency Reliability

Construct	Measure	Loading	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Human Right	HR1	.755	.787	.890	.818	.656
	HR2	.776				
	HR3	.711				
	HR4	.814				
Health & Safety	HS1	.720	.776	.879	.811	.636
	HS2	.789				
	HS3	.781				
	HS4	.720				
Training & Development	TD1	.795	.741	.852	.800	.663
	TD2	.809				
	TD3	.698				
Work-life Balances	WLB1	.809	.743	.847	.801	.666
	WLB2	.699				
	WLB3	.798				
	WD1	.776	.655	.757	.784	.699

Workplace Diversity	WD2	.777				
	JS1	.699	.781	.892	.811	.592
Job Satisfaction	JS2	.782				
	JS3	.768				
	JS4	.679				
	JS5	.573				

Source: Developed for the research

4.3.1 Factor Loadings

Factor loadings are correlation coefficients between measured variables and latent common factors. According to Awang (2014), factor loading for every item should be more than .500 to be in the tolerable range that is good enough for an indicator. In this research project, the factor loadings were calculated by using the final PLS measurement models. Based on Table 4.8 above, it was noted that all of the loadings were in the tolerable range which were higher than .500 and could be carried forward for analyses. It could be seen that the highest loading was .814 (HR4), and the lowest loading was .573 (JS5).

On the other hand, according to Dijkstra and Henseler (2015), Rho_A was capable in evaluating the coefficient's reliability, where each of the item should be exceed .700 to be in the acceptable range. Based on Table 4.8 above, it was noted that the overall Rho_A were in the tolerable range which were higher than .700 and could be determined that the constructs were all consistently good in quality or performance. It could be seen that the highest Rho_A was .892 (Job Satisfaction) and the lowest Rho_A was .757 (Workplace Diversity).

4.3.2 Convergent Validity

Convergent validity is referring to the closeness between the new scale and other variables and measures of the same construct (Krabbe, 2016). It could be examined by the values of Average Variance Extracted (AVE), where AVE is evaluating the difference obtained by a construct and the level due to error in measurement. According to Hair et al. (2010), the tolerable range for AVE was to be exceeding .500, where values lesser than .500 were consider to be appearing higher errors in those items than the variance described by the construct.

Based on Table 4.8 above, it was noted that the overall AVE were in acceptable range which were higher than .500 and could be determined that the overall amount of variance in these indicators considered by the potential construct were more than the suggested value. It could be seen that the highest AVE was .699 (Workplace Diversity) and the lowest AVE was .592 (Job Satisfaction).

4.3.3 Internal Consistency Reliability

Internal consistency reliability (CR) measures the reliability based on the interrelationship of the observed variables and in PLS-SEM, the values were organized accordingly based on the individual reliability of the indicators (Hair et al., 2013). The values might be ranged from 0 to 1, where higher value showed a higher reliability level. According to Hair et al. (2013), the tolerable range for CR was to be exceeding .700. However, values which were more than .900 are not desirable enough and values more than .950 and above are definitely undesirable for further investigations (Nunnally & Bernstein, 1994).

Based on Table 4.8 above, it was noted that the overall CR values were in acceptable range which were higher than .700 and could be determined that the constructs were all in internally consistent good quality and performance. It could

be seen that the highest CR value was .818 (Human Right) and the lowest CR value was .784 (Workplace Diversity).

4.3.4 Discriminant Validity

Table 4.9: Discriminant Validity Test Results

Discriminant Validity	HR	HS	JS	TD	TI	WD	WLB
HR	.765						
HS	.680	.753					
JS	.742	.668	.802				
TD	.625	.673	.692	.769			
TI	.545	.519	.561	.508	.696		
WD	.691	.684	.733	.671	.527	.789	
WLB	.610	.650	.561	.565	.430	.643	.770

Source: Developed for the research

Note: Average Variance Extracted (AVE) is represented by the diagonals in bold while squared correlation is represented by the other entries.

Discriminant validity was indicated that theoretical measures of constructs should not be highly related to each other, and ensuring that there is no significant variance among the variety of variables (Michalos, 2014). According to Fornell and Larcker (1981), the square root of AVE value of each construct should be higher than that of correlations with the other constructs.

Based on Table 4.9 above, the bold values were the square root of AVE while the squared correlations were represented by the other entries. It was clearly observed that there was no multicollinearity between the constructs. Besides that, all the values were lesser than .900, which additionally proved that there was no multicollinearity between the constructs. Values that exceeded .900 were said to be significantly overlapping constructs and there was multicollinearity among the latent variables.

4.4 Part 2 - Structural Model Assessment

The structural equation model was investigated by examining the hypothesized relationship between the various constructs. In evaluating the path coefficients, bootstrapping was conducted on the formative constructs based on the sub-sample of 1000 cases. According to Hair et al. (2013), bootstrapping was important in determining the statistical significance of the estimated parameters, where all constructs were significant at 95% confidence interval and all the p-values were below .050.

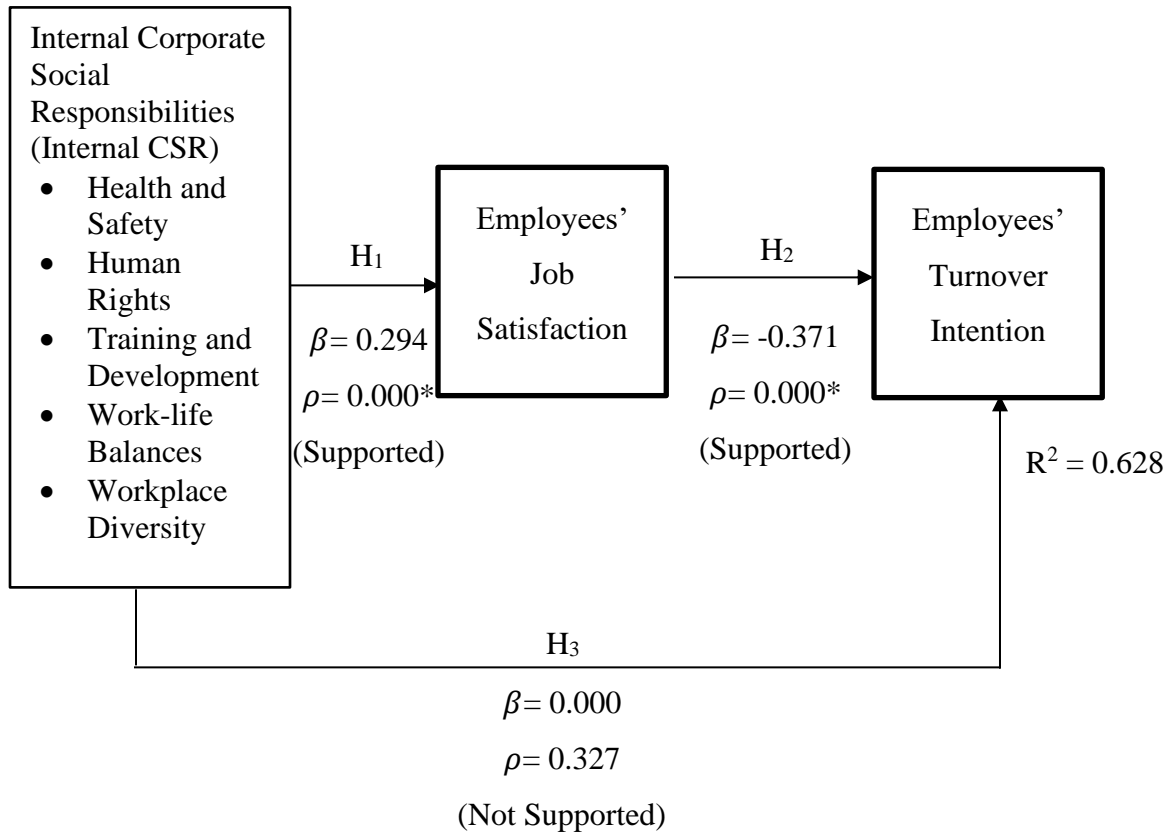
Table 4.10: Critical Values of One-Tailed Test

Critical Values	Significance Level
1.65	.10
1.96	.05
2.57	.01

Source: Developed for the research

Based on Table 4.10 above, it was clearly seen that in terms to the objectives and field of this research project, a 5% significance level (T-statistics < 1.96) was utilized for the model.

Figure 4.8: Theoretical Framework Results



Source: Developed for the research

Figure 4.8 above illustrated the results of the theoretical framework with H₂ and H₃ being supported by the path significance at .050. It was shown that the R² value was 0.879 which had indicated that 87.90% of the variance in employees' turnover intention can be explained by internal CSR and employees' job satisfaction.

4.4.1 Collinearity Assessment

Table 4.11: VIF Value

Indicator	VIF Value
HR	5.293
HS	4.829
JS	0.927
TD	3.102
TI	1.290
WD	5.917
WLB	2.991

Source: Developed for the research

Variance Inflation Factor (VIF) is a measure of the amount of multicollinearity in a set of multiple regression variables. VIF for a regression model variable is the same to the ratio of the overall model variance to the variance of a model that includes only that single independent variable. Generally, according to the study of Hair et al. (2010), constructs with VIF that exceeds 10 is considered to be multicollinear.

Based on Table 4.11 above, it can be realized that the highest VIF value was 5.917, which was from the Work Diversity indicator. On the other hand, the lowest VIF value was 0.927, which was from the Job Satisfaction indicator. In an overall view, all the VIF values from Table 4.11 were below 10, which was proved by the study of Hair et al. (2010) that there was no multicollinearity in this study. Thus, this analysis had proved that the constructs were all varying and were measuring various aspects.

4.4.2 Path Coefficient Assessment

Table 4.12: Path Coefficient Assessment on Reflective Measure

	Standard Beta	T-Statistics	P-Values
HR → Internal CSR	.179	21.520	.000*
HS → Internal CSR	.158	39.255	.000*
TD → Internal CSR	.096	27.613	.000*
WD → Internal CSR	.040	23.240	.000*
WLB → Internal CSR	.077	23.791	.000*

Source: Developed for the research

Based on Table 4.12 above, it was realised that all of the constructs that were measuring internal CSR were significant at 95% confidence level, where all the p-values were less than .05.

Moreover, based on the table, the largest standard beta was Human Rights that contributed .179, following by Health and Safety that contributed .158, Training and Development that contributed .096, Work-Life Balances that contributed .077 and finally Workplace Diversity that contributed .040. It can be concluded that Human Rights was the most important variable in explaining internal CSR while Workplace Diversity was the least important variable in explaining internal CSR.

4.4.3 Hypotheses Testing

Table 4.13: Results of Path Coefficients and Hypotheses Testing

Hypothesis	Relationship	Standard Beta	T-Statistics	P-Values	Decision
H ₁	Internal CSR → JS	.294	38.281	.000*	Supported
H ₂	JS → TI	-.371	3.293	.000*	Supported
H ₃	Internal CSR → TI	.000	.511	.327	Not Supported

Source: Developed for the research

Based on Table 4.13 above, it could be clearly seen the results of path coefficients and the hypotheses testing of the study in the theoretical framework. Hypotheses of this study were listed down as below:

Hypothesis 1

H₁: There is a positive relationship between internal corporate social responsibilities (Internal CSR) and employees' job satisfaction level.

Hypothesis 2

H₂: There is a negative relationship between employees' job satisfaction and employees' turnover intention.

Hypothesis 3

H₃: There is a negative relationship between internal corporate social responsibilities (Internal CSR) and employees' turnover intention.

As shown in Table 4.13 above, the path coefficient for H₁ was .274, with T-statistics of 38.281 and p-value of .000. This showed that H₁ was supported as the p-value was less than .05. Looking forward to H₂, its path coefficient was -0.371, with T-statistics of 3.293 and p-value of .000. Similar to H₁, H₂ with p-value lesser than .05 was also supported. On the other hand, the path coefficient for H₃ was .000, with T-statistics of .511 and p-value of .327. Considering the p-value exceeds .05, thus H₃ was not supported.

According to the results shown, it could be evaluated that internal CSR has significant positive relationship with Job Satisfaction while Job Satisfaction have significant negative relationship with Turnover Intention. As for internal CSR and Turnover Intention, there are lacked of evidence showing that both of them have significant relationship as the p-value exceed .05 or with 95% confidence level.

4.4.4 Coefficient Assessment Determination

Table 4.14: Coefficient Determination

	Standard Beta	T-Statistics	P-Values
TI	.628	15.237	.000*

Source: Developed for the research

Based on Table 4.14 above, the standard beta or determination of coefficient (R^2) of Turnover Intention was .628, which indicated that 62.8% of the variance variation could be explained by this study.

Aside from that, it could be clearly seen that the p-value was .000, which was lesser than .050. Besides that, T-statistics was 15.237 which was above 1.96. Thus, it could be indicated that Turnover Intention was significant in this study.

4.4.5 Determination of Predictive Relevance, Q^2

Table 4.15: Predictive Relevance

Predictive Relevance	Q^2
Internal CSR	.492
JS	.561

Source: Developed for the research

Stone-Geisser's Q^2 value represented an evaluation criterion for the cross-validated predictive relevance of the PLS path model, besides evaluating the magnitude of R^2 values. The Q^2 value of latent variables in the PLS path model is retrieved by using the blindfolding technique, where it is a sample re-use method which deletes data points and provides prognosis of original values systematically (Hair et al., 2013).

In this study, the predictive relevance (Q^2) of internal CSR and Job Satisfaction were both exceeded 0, where they were .492 and .561 respectively. This result showed that internal CSR contained a predictive capacity over Turnover Intention and Job Satisfaction also contained a predictive capacity over internal CSR and Turnover Intention.

4.5 Conclusion

This chapter showed a detailed analysis and interpretation of the quantitative analyses of the theoretical model. Descriptive analyses had been illustrated in diagrams and charts. All the factor loadings in the measurement model were above the minimum of .500 which were good enough as an indicator.

All of the collected data were analysed by SmartPLS and the detailed discussions of the results obtained associated with the objectives of the study will be performed in the following chapter.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter will give an overview of the research. It will first discuss about the findings of the results before moving on to the implications and limitations of the study. Future recommendations regarding the study to benefit the public will also be discussed and an overall conclusion will be made in regards to the topic of the study, which is the relationship among internal CSR, job satisfaction and turnover intention in the service industry from Klang Valley, Malaysia.

5.1 Discussion on Findings

Table 5.1: Results on the Hypotheses Testing

Hypotheses	Values Scored	Decision
H ₁ : There is a positive relationship between internal CSR and employees' job satisfaction level.	$\beta = .294$ $p (.000^*) < .050$	Supported
H ₂ : There is a negative relationship between employees' job satisfaction and employees' turnover intention.	$\beta = -.371$ $p (.000^*) < .050$	Supported
H ₃ : There is a negative relationship between internal CSR and employees' turnover intention.	$\beta = .000,$ $p (.327) > .050$	Not Supported

Source: Developed for the research

Hypotheses of the study had been constructed based on the title of the research study. Based on Table 5.1 above, it could be clearly seen that only two out of three hypotheses were supported. Generally, it could be concluded that internal CSR and employees' job satisfaction level had a positive relationship. Same goes to the second hypotheses, where employees' job satisfaction and turnover intention were having a negative relationship.

5.1.1 Findings on Hypotheses

Relationship between Internal CSR and Job Satisfaction

H₁: There is a positive relationship between internal CSR and employees' job satisfaction level.

H₁ was constructed in order to evaluate the relationship between internal CSR employees' job satisfaction level. The obtained results were showing the path coefficient of .294, and p-value of .000. As the p-value was less than .050, H₁ was supported. Besides that, with a positive path coefficient, it could be concluded that internal CSR was having a positive relationship with the employees' job satisfaction level.

This result could be supported by the study of Laine (2015), where it was stated that employees that were treated fairly in the organizations tends to having lesser disputes and leads to higher job satisfaction. Additionally, organizations that respects employees' human rights are fairly important in encouraging employees to have a positive mindset in the workplace which could increase their level of job satisfaction.

Moreover, the study of Halpin et al. (2015) also stated that training and development could help employees in improving their daily performance and competence by boosting their learning capabilities with effective learning. Employees may improve their productivity through learning effectively, which could lead to increased job satisfaction.

Furthermore, an organization with a positive working environment which focused on work-life balancing could maintain a healthier and more productive team. This healthy and high productive team could always preserve employees with higher level of job satisfaction.

Relationship between Employees' Job Satisfaction and Turnover Intention

H₂: There is a negative relationship between employees' job satisfaction and employees' turnover intention.

H₂ was constructed in order to evaluate the relationship between employees' job satisfaction level and their turnover intention. The obtained results were showing the path coefficient of -0.371, and p-value of .000. As the p-value was less than .050, H₂ was supported. Besides that, with a negative path coefficient, it could be concluded that employees' job satisfaction was having a negative relationship with their turnover intention.

This result could be supported by the study of previous researchers, where they found that job satisfaction was adversely related with the intention to leave the organization (Hom & Kinicki, 2001; Lee et al., 1996; Michaels & Spector, 1982). Employees that were having higher dissatisfaction towards their job or organization were more likely to consider leaving their work.

Furthermore, the study of Kim (2004) also stated that high level of job satisfaction was frequently linked to the decreased turnover intention of employees. As an employees' job satisfaction level reduces, his or her intention to leave raises. Besides that, study by Parry (2008) also shown that employees' job satisfaction had been the most important indicator for their turnover intention.

Relationship between Internal CSR and Employees' Turnover Intention

H₃: There is a negative relationship between internal CSR and employees' turnover intention.

H₃ was constructed in order to evaluate the relationship between internal CSR and employees' turnover intention. The obtained results were showing the path

coefficient of .000, and p-value of .327. As the p-value was exceeded .050, H₃ was not supported.

By looking at the results obtained, it could be concluded that the influence of internal CSR on employees' turnover intention might not be as strong as the other constructed hypotheses. This could be due to the employees in this selected medical device service industry work in a unique environment where internal CSR perceptions have a little impact on the employees' turnover intentions.

According to the study of Polonsky and Jevons (2006), it was important in positioning an organization as a socially responsibility entity on the market to necessitate a thorough understanding of the idea of corporate social responsibility. Organizations that practice work-life balances on their employees could reach a higher level of employees' commitment which could in turn lower down the employees' turnover intention as they believed that the organization was actually valuing their existence to the organization.

5.2 Implications on Study

Organizations that are ethical and socially responsible could lead to a higher level of employees' job satisfaction. As discussed by Chiu et al. (2002), higher job satisfaction would result in attraction and retention of employees. Training and development provided by the organization can be used as development-orientation (Scandura & Williams, 2004). The relationship between the employees and employer would be better via the training and development programmes while the employees would be able to gain more skill development in their workplace.

Besides that, working diversity is also one of the factors that influence the level of job satisfaction of employees. Employees would rather keen to work in workplace with greater physical comfort and convenience, where absence of such working conditions would affect the employees' working mood and satisfaction. A lower level of job

satisfaction would increase the employees' intention to seek for another job or straightaway leave the organization.

Furthermore, embedding CSR values in the workplace environment is crucial for organizations. Organizations' communication on CSR activities could increase employees' engagement and job satisfaction (Hameed et al., 2016). In consistent with the relationship that evaluated in this study among the five core dimensions of internal CSR and job satisfaction, it was proven that employees feel cared and valued by the organization are having a higher chance to experience job satisfaction and leave their turnover intention.

The findings of the results in this study have also suggested that the top management of the medical devices service industry should try their best to instil the five core dimension of internal CSR into their workplace environment. This can aid in improving the employees' job satisfaction, which also in turn reducing the turnover intention of the employees. As an example, the top management could offer financial assistance for capable employees to further their studies in some relevant fields, or offer additional insurance plan for employees who work in a more dangerous site.

5.3 Limitations of Study

There were a few limitations that were faced by the researcher while conducting this research study. These limitations were listed as below.

First and foremost, the research was conducted in around 6 months, which was considered as a short period of time to obtain a good quality of results. In ensuring the validity of the results obtained within that period, the researcher had to scale down the target population sought for this study. It was believed that the researcher could perform better and more reliable results if longer time frame was provided as the researcher could distribute the questionnaire to a bigger population. More data collected for a study would lead to higher reliability of the study.

Next, a cross-sectional analysis was used in investigating the relationship among internal CSR, job satisfaction and turnover intention of the employees at one particular point of time. It was undeniable that cross-sectional study design was a quick and easy way to perform a study as questionnaire was normally used in data collection. Nevertheless, the collected data do not represent the entire population as only 400 questionnaires were delivered to the target population. Not to forget only 385 responses were sent back for further analyses.

Furthermore, due to the limited time period, the study could only be conducted in Klang Valley, Malaysia and only distributed to target populations. Thus, the results were mainly limited to the scope of research. In this case, it was the customer service employees that works in medical devices industries where the results obtained were only limited to that same population from service-based organizations but no other industries.

Besides that, the sample size for the study was quite small. This was due to lack of fundings and the limited time period. As mentioned above, 400 questionnaires were delivered out to target responders but only 385 responses were sent back for further analyses. A small sample size could lead to high margin error and might lead the study to be meaningless. Sampling errors could also affect the precision and accuracy of the results.

Last but not least, the theoretical framework of the research was merely focus on internal CSR and job satisfaction. There will be plenty of factors out there that might affect the turnover intention of the employees. Thus, it was quite challenging for the researcher to produce a comprehensive study throughout the research.

5.4 Future Recommendations

Based on the limitations stated in the previous subtopic, there are some recommendations to overcome them, as well as some areas that deserve further investigations.

First and foremost, it is recommended to perform longitudinal study instead of cross-sectional study in order to ease the identification of variation in the characteristics of the target population. The only limitation for this recommendation is that it might takes up a few years to conduct the longitudinal study. However, longitudinal study is capable in determining the changes and developments of the target population over time and can obtain a more precise group of results. It can validate the results to be a more reliable one and benefit the public and future researchers.

Next, future studies are recommended to distribute the questionnaires to not only Klang Valley, but other states in Malaysia. Not only that, the researcher could also distribute the questionnaires to target responders from diverse range, such as responders from other similar industries. The influence of outliers could be limited by the sufficient amount of larger sample size, where they could also perform a more valuable insight towards the topic of the study.

Furthermore, since longitudinal study consumes a longer time frame, it is also suggested that the sample size of the study shall increase in order to improve the precision of the findings. A larger sample size could easily help in determining the outliers, where researchers could avoid misleading results while performing calculations to the collected data.

Besides that, cultural differences between Asians and Westerns can also be one of the future research considerations. For instance, Asians are said to be having a higher tendency to be committed in their job and get them done. In a contrary, Westerns are said to be promoting work-life balances in the daily working environment. These two

big contrasts could perceive a different view on internal CSR, employees' job satisfaction and their turnover intention.

Last but not least, different measures could be replaced in order to have a better explanation in turnover intention, such as organizational commitment, organization citizenship behaviour, organization sustainability and just to name a few. Internal CSR and job satisfaction are not the only measures that could affect employees' turnover intention. Thus, studies on different measures could gain a bigger picture of the changes and characteristics of the related field.

5.5 Conclusion

By reviewing the results obtained throughout the study, it could be concluded that internal CSR and employees' job satisfaction are positively related to each other. On the other hand, employees' job satisfaction is negatively related to their turnover intention. It means that higher employees' job satisfaction could decrease the employees' turnover intention. Nevertheless, there is no significant relationship between internal CSR and turnover intention, where it is quite interesting and surprising to find out that. Having this being said, organizations that focus on instilling internal CSR to their employees could increase their job satisfaction, while decreasing their intention to leave the company.

Based on the topic of the study, it could be concluded that internal social values are slowly becoming a norm in current organizations. Ethical values and behaviours are becoming more and more important as the strategic approach of the organizations. When organizations are socially responsible, such values and practices are within the organizations; it could indirectly create a positive culture of social responsibility which builds a strong connection among the employers and the employees.

It is important for organizations to perform ethical business practices and be caring on the needs of the employees. It is undeniable that employees work for their monthly

allowances, however there are also a big group of them are actually searching for joy and meaning in their job. Therefore, job satisfaction among employees could be instilled if the organization is ethical enough in involving in CSR activities.

Furthermore, it was observed that Human Rights from one of the five core dimensions of internal CSR consist of the highest beta value of .179, which indicates that employees tend to be more enjoyable in their job when they feel that they are being treated fairly and equally. However, organizations should also focus on the other four core dimensions of internal CSR as they are also important in managing the level of employees' job satisfaction.

This study is merely focusing on the relationship between internal CSR, employees' job satisfaction and turnover intention. Therefore, in order to enrich the scope of study, it is suggested to include different measures into the study to gain a bigger picture of the changes and characteristics of the related field.

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APPENDIX A

QUESTIONNAIRE



UNIVERSITI TUNKU ABDUL RAHMAN

Relationships among Internal Corporate Social Responsibility, Job Satisfaction and Turnover Intention in the Service Industry

Dear Respondent,

The questionnaire below is conducted as part of course requirements of my Master of Business Administration programme in Universiti Tunku Abdul Rahman (UTAR). The main purpose of this primary research being conducted is to gain better understanding in conjunction to complete my Dissertation. Thus, it would be much appreciated if you could spare a few minutes of your time to help filling up the questionnaire.

At this point, I am conducting research on the Relationships among Internal Corporate Social Responsibility, Job Satisfaction and Turnover Intention in the Service Industry in Klang Valley, Malaysia. Please do not hesitate to contact me for more inquiries and for any doubts seem to happen regarding this survey. Data collected are strictly for research purposes and only aggregated data will be published and your responds towards this questionnaire will be strictly kept PRIVATE and CONFIDENTIAL.

My contacts are listed below and I can be reached at any time to answer your questions or concerns about your rights as a research subject.

Phone: 0162910712 (Tan Ying)

Email: letitiatanying@utar.my

Section A: Demographic Profile

INSTRUCTION: Please **CHOOSE** the most appropriate answer for the following questions.

1. Gender

1	Male
2	Female

2. Age

1	21 – 25
2	26 – 30
3	31 – 35
4	36 – 40
5	Above 40

3. Race

1	Malay
2	Chinese
3	Indian
4	Others

4. Marital Status

1	Single
2	Married
3	Divorced
4	Widowed

5. Highest Education Level

1	SPM
2	Advanced Diploma
3	Bachelor Degree

4	Master Degree
5	Doctorate Degree
6	Other Professional Studies

6. Tenure in Current Job (Year/s)

1	Less than 1 year
2	1 – 3 years
3	3 – 5 years
4	5 – 10 years
5	More than 10 years

7. Which of the following mostly matches your job position?

1	Lower-Level Management
2	Middle-Level Management
3	Senior-Level Management
4	Executive Level
5	Others

Section B: Internal Corporate Social Responsibility (CSR)

INSTRUCTION: Please indicate the level of opinion with each of the following statements by **CHOOSING** the most appropriate statement in describing your personal view.

- 1: Strongly Disagree (SD)
- 2: Disagree (D)
- 3: Neither Agree nor Disagree (N)
- 4: Agree (A)
- 5: Strongly Agree (SA)

Health and Safety		SD	D	N	A	SA
1	My organization provides employees free private medical insurance.	1	2	3	4	5
2	My organization provides a comfortable working environment.	1	2	3	4	5
3	My organization provides health and safety training for all employees.	1	2	3	4	5
4	My organization encourages employees and their dependants to take proactive and responsible approach to their health and wellness.	1	2	3	4	5

Human Rights		SD	D	N	A	SA
1	My organization avoids firing employees without causes.	1	2	3	4	5
2	My organization provides equal opportunities to all employees.	1	2	3	4	5
3	My organization does not force employees to carry out tasks beyond their job description.	1	2	3	4	5
4	My organization avoids discrimination in termination based on gender, race and religion.	1	2	3	4	5

Training and Development		SD	D	N	A	SA
1	My organization trains employees on skills that prepare them for future jobs and career development.	1	2	3	4	5
2	My organization allows employees to have time to learn new skills that prepare them for future jobs.	1	2	3	4	5
3	My organization provides financial assistance or time off for study to all employees.	1	2	3	4	5

Work-life Balance		SD	D	N	A	SA
1	My organization provides emergency leave to all employees.	1	2	3	4	5
2	My organization provides several facilities such as cafeteria and games facilities.	1	2	3	4	5
3	My organization provides paid maternity leave to all employees.	1	2	3	4	5

Workplace Diversity		SD	D	N	A	SA
1	My organization treats all job applicants fairly without regards to gender, age, race and religion.	1	2	3	4	5
2	My organization conducts diversity training programs with compulsory participation for all employees.	1	2	3	4	5

Section C: Job Satisfaction

INSTRUCTION: Please indicate the level of opinion with each of the following statements by **CHOOSING** the most appropriate statement in describing your personal view.

1: Strongly Disagree (SD)

2: Disagree (D)

3: Neither Agree nor Disagree (N)

4: Agree (A)

5: Strongly Agree (SA)

		SD	D	N	A	SA
1	My job is usually interesting enough to keep me from getting bored.	1	2	3	4	5
2	I enjoy my work more than my leisure time.	1	2	3	4	5
3	I feel fairly well satisfied with my present job.	1	2	3	4	5
4	I find real enjoyment in my work.	1	2	3	4	5
5	Most days I am enthusiastic about my work.	1	2	3	4	5

Section D: Turnover Intention

INSTRUCTION: Please indicate the level of opinion with each of the following statements by **CHOOSING** the most appropriate statement in describing your personal view.

1: Strongly Disagree (SD)

2: Disagree (D)

3: Neither Agree nor Disagree (N)

4: Agree (A)

5: Strongly Agree (SA)

		SD	D	N	A	SA
1	I often considering to leave my current job.	1	2	3	4	5
2	I intend to quit my current job.	1	2	3	4	5
3	I have started to look for other job.	1	2	3	4	5

Thank you for completing this survey. Your effort is extremely appreciated. Have a nice day ahead.