

Examining the Relationship Between Corporate Social Responsibility and Employee Turnover Intentions: A Comprehensive Review

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Abstract

This paper thoroughly explores the relationship between Corporate Social Responsibility (CSR) and employee turnover intention, employing the Systematic Literature Review (SLR) method. It emphasizes the pivotal role of employees as the core resources of an organization and highlights the negative impact of workforce mobility on organizational performance and profitability, particularly in fiercely competitive markets where retaining key technical personnel is essential. The associated costs of employee turnover, such as recruitment expenses, labor force losses, and decreased productivity, pose significant challenges on individual, organizational, and national levels. CSR is identified as a strategic approach for businesses to actively engage in social and environmental responsibilities, fostering a positive brand image and strengthening connections with stakeholders. The research findings highlight the substantial reduction in employee turnover intention through effective CSR implementation, achieved by enhancing employee satisfaction, organizational commitment, and identification, along with improving the company's public reputation, thereby mitigating turnover intentions. The study also acknowledges potential adverse consequences stemming from inconsistencies in CSR practices, recognizing that perceived misalignments between commitments and behaviors may amplify employees' intentions to leave. The SLR method integrates literature from diverse databases, revealing CSR's direct impact on employee

attitudes and behaviors, particularly in reinforcing organizational belongingness and loyalty across various industries and organizational types. CSR emerges as a pivotal factor in diminishing employee turnover rates, enhancing corporate brand images, and sustaining competitive advantages. The research methodology employs the SLR approach, drawing key data from reputable databases and utilizing a grid map to synthesize and illustrate the primary findings of previous studies. In conclusion, the study underscores CSR's critical role in employee retention and turnover intention, providing essential support for cultivating a positive work environment, improving employee satisfaction, and fostering sustained employee retention.

Keywords: Corporate Social Responsibility, Employee Turnover Intention, Market Competition, Employee Mobility Costs, Organizational Performance

Research Background

Employees constitute the core resources of any organization, contributing to the company's sales growth and profit enhancement through their dedicated efforts. Employee turnover intention has long been a significant area of research in organizational management (A. Belete, 2018). In the current context of increasingly fierce global market competition, employee mobility has become a formidable challenge for many organizations (Betsy Seah et al., 2022). Recent studies indicate that employee turnover is a persistent issue faced by organizations, negatively impacting organizational performance and profitability (Jeongdo Park et al., 2020). Additionally, employee turnover may result in organizations losing outstanding talents (Mirzaei et al., 2021). Therefore, retaining key technical personnel is particularly crucial for employers, as these employees are seen as vital to organizational operational effectiveness and success (Yildiz et al., 2021). The costs associated with employee turnover include expenses for recruiting replacements, labor force losses during the search for replacements, decreased productivity due to departing employees, and reduced production efficiency during the learning phase of new employees (Jiyeon Lee, 2021). Simultaneously, high unemployment rates negatively impact individual and organizational productivity and innovation capabilities and may pose challenges to national economic development (Chiat et al., 2019).

Corporate Social Responsibility (CSR) refers to voluntary actions taken by businesses beyond their immediate interests to actively assume social and environmental responsibilities. This voluntary behavior reflects a commitment to the sustainable development of the economy, society, and the environment. The scope of CSR encompasses ethical conduct, environmental care, and community investment (Smith, 2020). CSR activities can help businesses establish a more positive brand image while strengthening connections with consumers, employees, and other stakeholders. When exploring the relationship between CSR and employee turnover intention, research indicates that the effective implementation of CSR can significantly reduce employees' intention to leave (Castro-González et al., 2021). This impact can be achieved through multiple channels: firstly, CSR activities enhance employee job satisfaction and organizational commitment, indirectly reducing turnover intentions (Jones, 2021; George, 2020). Secondly, the practice of CSR enhances employees' organizational identification, as employees take pride in the company's active social engagement, and this identification is found to have a significant inverse relationship with turnover intentions (Kim et al., 2022). Moreover, CSR not only has positive effects within the organization but also indirectly influences employee attitudes and

behaviors by improving the company's reputation among the public. CSR behaviors can enhance the company's attractiveness, reducing employee turnover rates (Nejati, 2021). However, inconsistencies in CSR practices may lead to adverse consequences. When employees perceive a misalignment between a company's CSR commitments and actual behavior, it may increase their intention to leave, with this perceptual inconsistency potentially leading to employee dissatisfaction and reduced trust in the organization (Lee & Kim, 2019). Therefore, companies must maintain consistency and authenticity in implementing CSR to ensure its positive effects on reducing employee turnover intentions (Wang et al., 2023).

This review aims to explore the relationship between CSR and employee turnover intention. Through a systematic search of multiple databases, this study selects and analyzes key literature related to the connection between CSR and employee turnover intention. The research findings reveal that corporate social responsibility behaviors directly impact employee attitudes and behaviors. When companies actively engage in CSR activities, such behavior often enhances employees' organizational belongingness and loyalty, thereby reducing their turnover intention (Wang et al., 2023). CSR plays a crucial role in reducing employee turnover intention, a point demonstrated across various industries and organizational types (Kim & Lee, 2021). Therefore, by actively fulfilling social responsibilities, companies can not only enhance their brand image but also effectively reduce employee turnover, maintaining a competitive edge in the increasingly fierce market competition.

Research Objectives

The primary objective of this study is to thoroughly investigate the impact mechanism of Corporate Social Responsibility (CSR) on employee turnover intention. Specifically, the research aims to achieve the following research objectives:

1. Examine the practical significance of CSR in reducing employee turnover intention and provide practical guidance for businesses in formulating effective CSR strategies. This involves exploring the influence of CSR on factors such as employee satisfaction, organizational identification, and corporate reputation to gain a comprehensive understanding of its practical implications for reducing turnover intention.

2. Assess potential inconsistencies in CSR strategies between companies and employees and the potential impact of such inconsistencies on higher turnover intention. Through an analysis of the consistency of CSR strategies, this objective aims to uncover differences in the fulfillment of social responsibilities between companies and employees, delving into how such inconsistencies may influence employees' intentions to leave the organization.

The achievement of these two objectives will contribute to a more comprehensive understanding of the impact mechanism of CSR on employee turnover intention. This not only provides a fresh perspective for theoretical research but also offers targeted recommendations for practical business operations. By delving into the crucial role of CSR in organizational management, this study aims to provide businesses with effective strategic directions to better address employee turnover and enhance organizational performance.

Research Significance

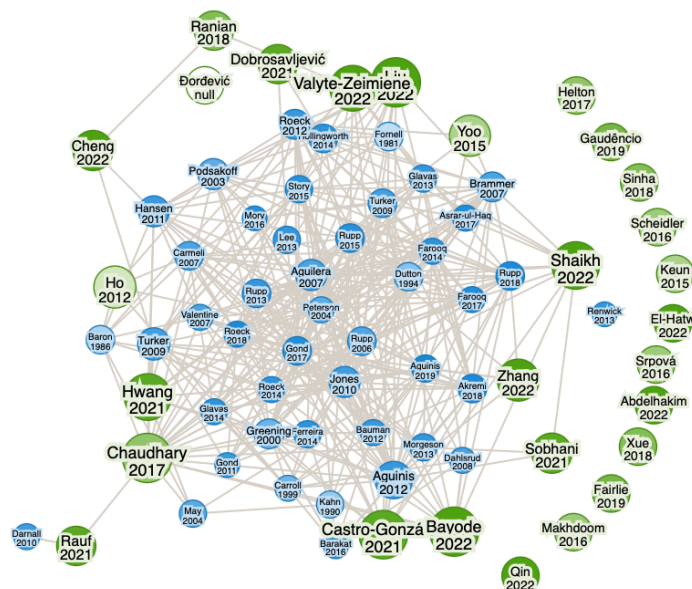
Theoretical Significance: This study delves into the impact mechanism of Corporate Social Responsibility (CSR) on employee turnover intention through systematic analysis and synthesis of existing literature. It proposes a theoretical framework suggesting that CSR

reduces employee turnover intention by enhancing job satisfaction, organizational identification, and corporate reputation. This provides a novel perspective for the theoretical development in the fields of organizational behavior and social responsibility.

Practical Significance: By revealing the positive role of CSR in reducing employee turnover intention, the research offers practical guidance for businesses in implementing CSR strategies. The findings indicate that actively fulfilling social responsibilities not only increases employee loyalty but also decreases their inclination to leave the organization. This dual benefit contributes to talent retention and organizational performance, providing a practical roadmap for companies aiming to achieve success in both aspects.

Research Methodology

To address the specific research questions, this paper employs the Systematic Literature Review (SLR) method. The SLR method emphasizes a rigorous and transparent research process to ensure that the results can be reproduced by other researchers. In recent years, SLR has gained increasing attention and recognition from scholars in the fields of business and management (McGuire, 2021; Dangelico & Vocalelli, 2017). Following the SLR process recommended by Tranfield et al (2003), we conducted searches and collected relevant secondary data from databases such as Scopus, Web of Science, and Google Scholar, maintaining consistency with previous research methods. The literature review results closely related to the research topic have been summarized in the grid map presented in the following sections. This grid map aims to showcase and integrate the key findings from previous studies, providing readers with a clear overview of the research landscape.



The research delves into an in-depth exploration of literature published over the past 20 years concerning the relationship between Corporate Social Responsibility (CSR) and

employee turnover intention. A total of 35 academic papers related to CSR and employee turnover intention were meticulously screened. These papers span various fields, research methodologies, and geographical regions, offering a comprehensive perspective on the topic. To ensure the depth and focus of the review, a set of selection criteria, including the impact of the literature, rigor of research methods, reliability of data, and relevance and innovation of research results, was applied.

Following careful assessment and comparative analysis, 15 papers were ultimately selected as the most important and representative studies. These chosen papers demonstrate a high level of expertise and profound influence in theoretical construction, empirical analysis, and research conclusions. They not only provide solid theoretical support for understanding the impact of CSR on employee turnover intention but also offer valuable insights and recommendations for corporate management practices. Through this rigorous selection process, this review ensures that each discussed study contributes crucial and unique perspectives to understanding the complex relationship between CSR and employee turnover intention. The following is a compilation of the selected papers.

Table
Collection of papers from the past 10 years

Item	Publication Year	Author	Title
1	2012	Ho, Alicia Ting Shiun	The impact of perceived CSR on employee performance and turnover intention: An examination of the mediating effects of organizational justice and organization-based self-esteem
2	2015	Yoo, Jae Mee; Chon, Mi Lim	The Effect of CSR on Employees' Turnover Intention: Comparative Study on Harmful and Non-Harmful Industry
3	2015	Yoo Chang Keun; Yoo, Changkeun; Keun, Yoo Chang	Effects of CSR and Internal Service Quality on Internal Customer Satisfaction and Turnover Intention: Moderating Effects by Corporate Ethical Education
4	2016	Makhdoom, Habib ur Rehman; Anjum, Adeel	Impact of CSR & TQM on Employee's Turnover Intention: Mediating role of Organizational Commitment
5	2016	Scheidler, Sabrina; Schons, Laura Marie; Spanjol, Jelena	Internal Marketing of Corporate Social Responsibility (CSR) Initiatives: CSR Portfolio Effects on Employee Perceptions of Corporate Hypocrisy, Attitudes, and Turnover
6	2016	Srpová, Jitka; Srpová, Jitka; Mísař, Jan; Mísař, J.	A Case Study on Implementation of CSR to Mitigate High Employee Turnover in a PR Agency

7	2017	Chaudhary, Richa	CSR and turnover intentions: examining the underlying psychological mechanisms
8	2017	Jitka Srpová; J. Mísař	A Case Study on Implementation of CSR to Mitigate High Employee Turnover in a PR Agency
9	2017	Helton, Joey	The Influence of Perceived CSR Engagement on Millennial Employee Turnover Intentions
10	2018	Xue, Shan; Zhang, Lin; Chen, Honghui	CSR, Emotional Exhaustion and Turnover Intention: Perspective of Conservation of Resources Theory
11	2018	Sinha, Ratna; Duraipandian Israel; Israel, D.	Employees' participation in CSR initiatives and job outcomes – affective commitment, job satisfaction, organisational attractiveness, organisational performance and turnover intention
12	2018	Ranjan, Sushant; Rama Shankar Yadav; Rama Shankar Yadav; Yadav, Rama Shankar	Uncovering the Role of Internal CSR on Organizational Attractiveness and Turnover Intention: The Effect of Procedural Justice and Extraversion
13	2019	Fairlie, Paul; Svergun, Oxana	Employee perceptions of an expanded form of corporate social responsibility in predicting job attitudes and turnover intentions
14	2019	Gaudêncio, Pedro; Coelho, Arnaldo; Ribeiro, Neuza	The impact of CSR perceptions on workers turnover intentions: exploring supervisor exchange process and the role of perceived external prestige
15	2019	Thomas W. H. Ng; Kai Chi Yam; Herman Aguinis	Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover
16	2021	Castro-González, Sandra; Bande, Belén; Guadalupe Vila-Vázquez; Vila-Vázquez, Guadalupe	How can companies decrease salesperson turnover intention? The corporate social responsibility intervention
17	2021	Sobhani, Farid Ahammad; Amlan Haque; Amlan Haque; Haque, Amlan; Rahman, Shafiqur	Socially Responsible HRM, Employee Attitude, and Bank Reputation: The Rise of CSR in Bangladesh
18	2021	Dobrosavljević, Andrea; Urošević, Snežana	Research of the Influence of CSR Dimensions Integration in Business Processes on the Reduction of the Employee Turnover in Apparel Industry Organizations Using AHP and TOPSIS Methods

19	2021	Hwang, Yun-Seok; Byung-Jik Kim; Kim, Byung-Jik	"The Power of a Firm's Benevolent Act": The Influence of Work Overload on Turnover Intention, the Mediating Role of Meaningfulness of Work and the Moderating Effect of CSR Activities.
20	2021	Rauf, Fawad; Voinea, Cosmina Lelia; Naveed, Khwaja; Fratostiteanu, Cosmin	CSR Disclosure: Effects of Political Ties, Executive Turnover and Shareholder Equity. Evidence from China
21	2022	Yumin Liu; Kamran Ijlal; Muhammad Shehzad Hanif; Aitzaz Khurshid; Zeeshan Ahmed	Do Embedded and Peripheral Corporate Social Responsibility Activities Lower Employees' Turnover Intentions?
22	2022	Dovile Valyte-Zeimiene; Loreta Buksnyte-Marmiene	Relationship between employees' attributions of corporate social responsibility, organisational justice and turnover intention: evidence from a post-Soviet country
23	2022	Olubanke Tolulope Bayode; Duarte, Ana Patrícia	Examining the Mediating Role of Work Engagement in the Relationship between Corporate Social Responsibility and Turnover Intention: Evidence from Nigeria
24	2022	Cheng, Yang; Wang, Yuan; Feihong Pan	The Impact of CSR Perceptions on Employees' Turnover Intention during the COVID-19 Crisis in China
25	2022	Zhe Zhang; Yating Hu; Juan Wang	CSR is not a panacea: The influence of CSR on disgust and turnover intention
26	2022	Youngshin Kim	A Study on the Interaction Effect of High-commitment HRM and External CSR Perception on Turnover Intention of SMEs' Employees
27	2022	Ayman Abdelhakim; Youssef Agwa	The Effect of Corporate Social Responsibility on Job Satisfaction, Organizational Commitment and Turnover Intention in Fast-Food Restaurants in Egypt
28	2022	Bo Qin; Lu Yang	CSR contracting and performance-induced CEO turnover
29	2022	Erum Shaikh; Brahmi, Mohsen; Pham Chien Thang; Waqas Ahmad Watto; Ta Thi Nguyet Trang; Nguyen Thi Loan	Should I Stay or Should I Go? Explaining the Turnover Intentions with Corporate Social Responsibility (CSR), Organizational Identification and Organizational Commitment
30	2022	Eman El-Hatw; Gamal Sayed Abdel Aziz	Internal Customers' Perception of the Relationship between CSR & their Commitment and Turnover Intention

31	2023	Mohammad Alnehabi; Al-Baraa Abdulrahman Al-Mekhlafi	The Association between Corporate Social Responsibility, Employee Performance, and Turnover Intention Moderated by Organizational Identification and Commitment
32	2023	Y. Lin; Jian Sheng Chaw	Mind the Gap! Employees' Perceived Internal-External CSR on Proactive Behavior & Turnover Intention
33	2023	Xin Chen; E. Hansen; Jianfeng Cai; Jichang Xiao	The differential impact of substantive and symbolic CSR attribution on job satisfaction and turnover intention
34	2023	Snehal Chandra; Piyali Ghosh; Saitab Sinha	Addressing employee turnover in retail through CSR and transformational leadership

Research on Employee Turnover Intention

Studies Defining Employee Turnover Intention

Employee turnover intention, also known as resignation inclination or intention to leave, refers to the psychological state and preparation of employees before leaving a company (Alias et al., 2018). The concept of turnover intention does not occur suddenly. Eko Nur Pratama et al. (2022) assessed employees' intentions to leave when planning to change jobs or resign. Mobley et al (1979) interpreted voluntary employee turnover as the decision of employees to change jobs. Turnover is the result of employees changing or leaving the organization. Allisey et al (2014) defined turnover intention as the process in which employees go through a series of complex stages before resigning from their jobs. Hastuti Mulang (2022) believes that this concept can directly and effectively predict employees' resignation behavior. Originally defined by Mobley et al (1973), turnover intention describes the psychological state where employees, after working in an organization for some time, decide to resign after careful consideration. Porter and Steers (1973) expanded on this concept, stating that it stems from employees' dissatisfaction with the current organization or job, leading to an attitude of withdrawal. Hu Huiling et al (2022) simplified its definition as the tendency of employees who have worked for a certain period in a specific organization or profession to want to leave. Although there are differences in emphasis in the definitions of turnover intention, there is a consensus that this concept reflects the employee's intent to terminate the existing employment relationship with the employer and seek other job opportunities.

In the field of organizational behavior and business research, the turnover intention has been defined by numerous scholars as the expressed desire of employees to actively leave their current job positions to seek new employment environments. Alias et al (2018) explicitly point out that this inclination involves the employee's desire to change their workplace. Additionally, Lazzari et al (2022) further refines turnover intention as the willingness of employees to leave the organization within a specific time frame and their readiness for job changes. This inclination is widely considered a key predictive indicator of actual employee turnover. These definitions collectively emphasize turnover intention as a psychological reflection of employees' dissatisfaction with the occupational environment and the desire for change, making it a core consideration in human resource management.

Previous Research on Factors Influencing Employee Turnover Intention

The study of employee turnover issues by management scholars began in the mid-20th century. In 1958, the Participant Decision Model proposed by March and Simon was a significant contribution to early research, widely applied to understand employee turnover behavior. The model assumes that employees, when deciding to leave, engage in rational judgment, primarily considering the difficulty and rationality of resigning (March & Simon, 1958). Although the model lacked sufficient empirical testing, it provided an important framework and direction for subsequent research with multiple variables.

Around 1980, employee turnover became a research hotspot. Building on the Participant Decision Model, Western scholars introduced new variables and developed various explanatory models. For instance, Price's model emphasized the impact of factors such as salary rationality, organizational fit, centralization, and management mechanisms on employee turnover (Price, 1989). His research also indicated that job satisfaction, internal communication mechanisms within the organization, and external opportunities for employees, among other factors, were positively correlated with employee turnover, while power distance showed a negative correlation.

In 1979, Mobley et al. constructed the classic Mobley Mediating Chain Model, systematically describing the process of employee turnover. This model explored the complex relationship between job satisfaction and employee turnover behavior by introducing mediating variables (Mobley et al., 1979).

Steers and Mowday's Motivational Model proposed in 1981 further investigated the main variables influencing employee turnover intention and their mechanisms. They particularly focused on non-work factors, such as family needs and spouse job changes, and their impact on employees' decisions to resign (Steers et al., 1981).

Based on the synthesis of previous research findings, Price and Mueller introduced a novel research model, the Price-Mueller model. This model integrated multidisciplinary research results to explain employee turnover issues from multiple perspectives and dimensions. Through empirical research, the Price-Mueller model confirmed the correlations between employee turnover and individual variables, environmental variables, mediating variables, structural variables, and control variables (Price, 2001). The model provided an in-depth depiction of the psychological processes leading to employee turnover intention and offered a scale for predicting turnover behavior, despite limitations in verifying the relationships between all variables.

To enhance the explanatory power of turnover intention, Lee and Mitchell adopted a new research perspective and introduced the Unfolding Model of Turnover. Based on the image theory, this model described the behavioral and psychological paths of employees when resigning (Lee et al., 1996). Mitchell et al. also introduced embeddedness theory and constructed the Job Embeddedness Model to explain employee turnover behavior (Mitchell et al., 2001). These new models demonstrate that emotional factors and the attachment relationship between individuals and their jobs significantly impact employee retention.

Research on Corporate Social Responsibility (CSR)

Studies on the Definition of Corporate Social Responsibility

The concept of Corporate Social Responsibility (CSR) was first introduced by Howard Bowen in the 1950s. In his 1953 research, Bowen elucidated the viewpoint that businesses should align their decisions, policy-making, and actions with the overall goals and values of society, emphasizing the social responsibility of business entities. Following Bowen, Keith Davis, in his work in 1960, proposed that businesses, in their decisions and actions, should go beyond direct economic and technical interests and consider broader factors. He also noted that businesses could enhance their long-term interests by fulfilling social responsibilities. Subsequently, McGuire in 1963 further expanded this theory, suggesting that corporate social responsibility should encompass responsibilities beyond economic and legal realms, indicating a broader scope than economics or law alone. By 1979, Carroll provided a more comprehensive definition of corporate social responsibility, describing it as the overall responsibility of a company in economic, legal, ethical, and voluntary charitable aspects. In 1991, Carroll deepened his CSR theory and introduced the renowned Corporate Social Responsibility Pyramid model. In this model, he detailed four dimensions of responsibility, arranging them in a pyramid with economic responsibility as the foundation, followed by legal, ethical, and philanthropic responsibilities in order of importance. Since its introduction, this model has widely been considered the best framework for understanding corporate social responsibility and has been cited in numerous studies, especially in discussions regarding CSR as a competitive advantage for sustainable business growth (Carroll, 2009; Chun, 2017; Masoud, 2017).



Picture: Carroll's Corporate Social Responsibility Model, 1991.

Scholars have proposed diverse perspectives and theories when exploring the multidimensional concept of Corporate Social Responsibility (CSR). Muirhead (1999) emphasized the diversity of CSR research, introducing multiple research angles, including Corporate Social Performance (CSP), stakeholder theory, business ethics, sustainability, the "triple bottom line," and corporate citizenship (Carroll, 2008). Building on this, Elkington (1999) introduced the concept of the "triple bottom line," highlighting the need to consider

the impacts of CSR on social, environmental, and economic performance when evaluating and managing it, linking it to stakeholder theory.

Furthermore, McWilliams and Siegel (2001) provided a more specific definition of CSR, considering it as actions taken by companies to promote social welfare, actions that go beyond the company's own interests and legal requirements. Carroll (2015) reviewed the historical background of CSR, noting that in the 1990s, there was a growing interest in CSR strategies, their impact on the bottom line, and their relevance through "business cases." He proposed that even in early CSR practices, there was a common assumption that responsible corporate behavior would enhance the company's standing in society and bring corresponding benefits. These theories and viewpoints collectively contribute to a diverse and in-depth understanding of CSR.

The definition and understanding of Corporate Social Responsibility (CSR) vary among different researchers. According to Carroll's research, Visser (2011) proposed that CSR is the way in which companies create shared value in society by promoting economic development, achieving good governance, responding to stakeholders' needs, and improving the environment. The European Commission (2011) defined CSR as companies voluntarily integrating social and environmental concerns into their business operations and interactions with stakeholders. This definition emphasizes the responsibility of companies for their societal impact.

Ferreira and Real de Oliveira (2014) further elaborated on this viewpoint, regarding CSR as organizations engaging in a series of policies and practices aimed at generating positive social or environmental impacts on stakeholders. They also emphasized the voluntary nature of CSR behavior and explored its association with human resources management. Duarte et al (2010) similarly argued that while fulfilling CSR is a voluntary act by companies, it occurs within the specific context of considering the expectations of relevant stakeholders.

In a study in 2019, Aguinis and Glavas proposed that CSR involves companies voluntarily allocating resources in decision-making processes to promote social, economic, and environmental sustainability, considering the expectations and needs of stakeholders. Additionally, Tiina Onkila et al (2021) highlighted the crucial role of employees in implementing sustainable development measures and coordinating the organization's relationships with CSR-related stakeholders. These different perspectives collectively contribute to a comprehensive and in-depth understanding of Corporate Social Responsibility.

Previous Studies on Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) has recently become a prominent research area in the field of management, positioned as a strategic commitment (Gupta et al., 2017). Consequently, companies across various industries are adopting CSR practices to enhance reputation and organizational performance while minimizing potential conflicts with stakeholders (Carroll, 1999; Sirsly et al., 2019). However, a challenge faced by organizations is the formulation and implementation of CSR practices that align with their organizational culture (Jamali & Karam, 2018).

CSR has gained popularity as a research topic in management, viewed as a strategic commitment (Gupta et al., 2017; Soundararajan et al., 2018). Companies across diverse sectors adopt CSR practices to enhance their reputation and reduce potential conflicts with stakeholders (Tetrault Sirsly & Lvina, 2016). CSR, as a facet of organizational culture, seeks to improve reputation by implementing CSR practices consistent with organizational values, aiming to attract and retain employees (Jamali & Karam, 2018). Hansen et al (2017) found that employee trust partially mediated the impact of perceived CSR on employee behavior. Evans et al. (2014) concluded that perceived CSR is positively related to employees' organizational citizenship behavior. Sanusi et al (2020) discovered a significant positive impact of CSR on employees' occupational intentions. CSR influences employee attitudes, behaviors, and performance, with the majority being positive (Ali et al., 2020).

However, some studies yield contradictory results. Mcshane (2012) found that some employees perceive CSR actions as a waste of company resources and hold a negative attitude towards them. Mallory's research (2014) revealed that if CSR investments primarily target external stakeholders rather than internal employees, they are seen as a waste of limited resources and an increase in company costs. Rodrigo and Arenas applied stakeholder theory, showing that some employees harbor strong negative emotions towards CSR, considering it unfair and detrimental to employees (Rodrigo & Arenas, 2008). Cheng et al.'s research found that as employees' status, particularly equity shares, increases within a company, their perception of CSR does not necessarily increase; instead, it tends to decrease (Cheng et al., 2013).

Research by Shafique et al (2020) indicates that CSR positively influences employee satisfaction and loyalty. In a survey of 466 employees in large Chinese companies, Yang Cheng found that employees' cynical emotions towards CSR increased their distrust in the organization, leading to an increased intention to resign (Cheng et al., 2022). Zeimiene's study demonstrated that in organizations with responsibility-oriented attributes, employees are less likely to have intentions to resign and perceive the organization as fair (Zeimiene et al., 2023).

Corporate Social Responsibility and Employee Turnover Intention

Reputation is an intangible asset within corporate culture (González-Rodríguez et al., 2019). It is derived, in part, from the perceived practices of Corporate Social Responsibility (CSR) (Wang et al., 2023). CSR involves various institutions, organizations, and individuals (C.B. Okolocha, 2020). Evidence suggests that CSR has a positive impact on employee retention (Glavas, 2016), as employees tend to favour working for companies with strong social responsibility values (Shaikh, 2022). CSR is positively correlated with employee attitudes, behaviours, commitment, and retention (Bayode et al., 2022). Companies with a strong sense of social responsibility possess intangible resources, such as commitment-based innovative human resource practices rooted in reputation and humanization culture, making it easier to attract employees (Gaudencio et al., 2021).

Research indicates that certain elements of CSR influence employee turnover intention. The presence of a diverse and ethical atmosphere within an organization, often associated with socially responsible companies, is negatively correlated with employees' turnover intention (Li et al., 2022). Furthermore, Li et al (2022) found interactions between these

ethical atmospheres. When employees perceive their company to have both strong moral values and support for diversity, their turnover intention is minimized.

Other studies explore the relationship between employee participation in CSR programs and turnover intention. Voluntary programs positively impact employee retention rates (Gaudencio et al., 2021). Pressure from job demands typically has negative effects on employees; however, engaging in volunteer activities within the company can provide compensatory incentives to restore and rekindle employee engagement (Grant, 2012). Other aspects of employee participation in CSR programs, such as sustainable development initiatives, are also related to retaining certified personnel (Jermsittiparsert et al., 2019). When employees engage in CSR activities, CSR reduces turnover intention, which is not surprising. Some studies found a direct negative correlation between perceived CSR in organizations and turnover intention (Bayode et al., 2022). Carnahan et al (2017) discovered an association between CSR and higher employee turnover intention. Mehran Nejati et al. (2021) suggested that inconsistent CSR strategies between companies and employees are related to turnover intention, as employees may perceive CSR as a threat to their moral identity. With social justice and other societal issues becoming more prominent, CSR is increasingly important. Researchers found that perceived CSR and positive social evaluations of the company influence work-related outcomes, such as job engagement (Rupp et al., 2018), job satisfaction (Zhao et al., 2022), and a sense of meaning in work (Aguinis & Glavas, 2019). Recent studies indicate that CSR can attract and retain employees (Bharadwaj et al., 2020; Xiao et al., 2019). Therefore, in the current research on CSR, there is consistent acknowledgement of its role as a global organizational governance solution.

In conclusion, despite some exceptions, many individuals prefer to work for socially responsible companies as they offer a positive and inspiring work environment (Erum Shaikh, 2022). Such positive environments contribute to attracting and retaining employees. From the given empirical evidence and statements, it can be inferred that CSR directly impacts employee turnover intention.

Conclusion

In summary, extensive research indicates that Corporate Social Responsibility (CSR) plays a crucial role in employee retention and turnover intention (Glavas, 2016). Companies with a strong sense of social responsibility typically create a positive, diverse, and ethical work environment (Bayode et al., 2022), significantly reducing employee turnover intention. Ethical atmospheres, diversity, and employee participation in CSR activities, such as volunteer service and sustainable development initiatives, have been found to increase employee satisfaction and engagement, thereby decreasing the likelihood of them leaving the organization (Li et al., 2022). Furthermore, these practices contribute to attracting new employees and enhancing the overall reputation of the company. While some studies suggest a connection between CSR and higher turnover intention, this is often attributed to inconsistencies in CSR strategies between the company and employees. Overall, CSR is considered an indispensable part of global organizational management, crucial for creating a positive work environment and promoting employee retention.

Research Limitations

This review, in examining the impact of Corporate Social Responsibility (CSR) on employee retention and turnover intention, encounters certain limitations. Firstly, the selection of literature within a specific time frame may lead to omissions in past or future studies, restricting a comprehensive understanding of the developmental trends in the field. Additionally, being constrained by literature in specific languages and regions may result in overlooking important research conducted in other languages or regions, despite efforts to include a diverse range of multilingual literature. Given these limitations, future scholars are encouraged to broaden the time frame, encompass literature from diverse linguistic and regional contexts, and enhance methodological transparency to expand research directions. Furthermore, interdisciplinary research and in-depth exploration of specific subtopics are recommended to deepen and broaden the understanding of the impact of CSR on employee retention.

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