

Effects of Corporate Social Responsibility on Organisational Commitment and Intention to Stay in a Telecommunication Company

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ABSTRACT Corporate social responsibility (CSR) as a managerial tool often is disregarded, as well as its potential advantages. This paper advocates that in order to achieve inclusive growth, organisations must participate in addressing socio-economic concerns while still maintaining economic growth. Thus, the purpose of this paper was to provide an analysis on how employees react towards their organisation's CSR practices and how their perceptions affect their organisational commitment and their intentions to stay in the organisation. A quantitative research paradigm and descriptive research design was used. Questionnaires that consisted of four sections were distributed to 350 participants, 298 were returned, representing a response rate of eighty-five percent. The correlation analysis revealed that all four CSR dimensions are related significantly and positively related to the two dependant variables, namely organisational commitment and intention to stay. The regression analysis also revealed that CSR has strong predictive relationships with the two dependant variables.

INTRODUCTION

Over the past few years, corporate social responsibility (CSR), as a concept, has been the focus of many deliberations and research and it has grown in importance both academically as well as in the business sense (Progress Harmony Development (PHD) 2013: 10). Organisations around the world are struggling with a new role, which is to meet the needs of the present generation without compromising the ability of the next generations to meet their own needs (D'Amato et al. 2009: 1). Hence, organisations are being called upon to take responsibility for the ways their operations impact on societies. Rangan et al. (2012: 2) explain that a rapidly increasing number of organisations across the globe are committed to CSR practice and many more are increasingly entering the fray. Yet, organisations are considered on a developmental

continuum with respect to how deeply and how well they are integrating social responsibility approaches into both strategy and daily operations worldwide (D'Amato et al. 2009: 1). Realising the importance and the long-term benefit of being socially responsible, many organisations are progressively incorporating socially responsible business practices (PHD 2013: 10). Because of this, Beal (2014: 12) posits that CSR is likely to play an increasingly influential role in every aspect of the business, from corporate strategy to marketing and human resource management.

Now that many global organisations are investing millions of dollars in CSR initiatives, it has never been more worthwhile to assess the returns in terms of improved connections with employees (Bhattacharya et al. 2008: 37). Moreover, Sanjeevkumar (2012: 92) posits that many organisations are challenged with tasks of retaining their employees at the same time; the employers need to make sure employees are loyal and committed to the organisation and without effective retention strategies, organisations will lose their critical employees resulting in employee turnover. Hence, the main theoretical contribution of this research, therefore, is to demonstrate how CSR activities may influence organ-

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isational commitment and employees' intentions to stay in the context of developing countries.

Literature Review

According to Smith (2011: 1), the concept of CSR began in the 1920s; however, due to the Great Depression and World War II, it failed to become a serious topic amongst business leaders until the 1950s. Likewise, Ismail (2009: 199) concurs that the issue of CSR has been debated since the 1950s. In the same way, Beal (2014: 1) explains that the concept of CSR in its current form first emerged in the 1950s with the publication of Howard R. Bowen's book, *Social Responsibilities of the Businessman*. CSR found itself in the spotlight in 1951 when Frank Abrams, Chairman of the Board for Standard Oil of New Jersey, published an article in *Harvard Business Review* where he stated that 'it was a business' obligation to maintain an equitable and workable balance among the claims of the various directly interested groups, a harmonious balance among stockholders, employees, customers and the public at large (Smith 2011: 1). What Abrams meant by that was that it is no longer acceptable for organisations to experience economic prosperity in isolation from those agents impacted by its actions as they must now focus their attention on both increasing their bottom line and being good corporate citizens. Hence, CSR is important for both society and business (Beal 2014: 11).

Considered broadly, CSR is about establishing and perpetuating social norms that make economic markets more transparent and effective in serving societal interests (Beal 2014: 12). As the term CSR is continually used, many complementary and overlapping concepts, such as corporate citizenship, business ethics, stakeholder management and sustainability have emerged (PHD 2013: 10). Corporate responsibility or sustainability, therefore, is a prominent feature of the business and society literature, addressing topics of business ethics, corporate social performance, global corporate citizenship and stakeholder management (D'Amato et al. 2009: 1). For the purpose of this paper, CSR is referred to as corporate citizenship, business ethics and stakeholders management. The European Union (EU) has given a widely cited definition of CSR in the business and social context

as it describes CSR as the concept that an organisation is accountable for its impact on all relevant stakeholders (PHD 2013: 10). Even in the present day, CSR is still a concept whereby business organisations consider the interest of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders as well as their environment (Ismail 2009: 199). In other words, it simply means that organisations must satisfy their shareholders and customers' demands while also managing the expectation of other stakeholders such as employees, suppliers and the community as a whole. It implies that organisations have to comply with the legislation and voluntarily take initiatives in order to improve not only the standard of the local community and society at large but also the well-being of their employees and their families.

D'Amato et al. (2009: 1) argue that with the call for sustainability and the new role of business in society and with increased expectations and new rules and tactics, it is only normal to say that CSR is embedded deeply with a multitude of organisations' actors. Wang et al. (2016: 535) are of the view that the idea of CSR that is, businesses bearing a responsibility to society and a broader set of stakeholders beyond its shareholders, gained currency in the 1960s. The term stakeholder, as it relates to the corporation, was created in 1963 and defined as any group or individual who can affect or is affected by the achievement of the organisation's objectives (Hult et al. 2011: 49). Thus, a stakeholder is any person, or a group of persons, without whose support the organisation would cease to exist. They are major actors in the organisation's life. CSR involves a range of activities such as working in partnership with local communities, socially sensitive investment, developing relationships with employees, customers and their families and involving in activities for environmental conservation and sustainability (Ismail 2009: 199). Consequently, the essence of CSR comprises philanthropic, corporate, ethical and legal training and wellness, as well as economic responsibility (PHD 2013: 12).

From the above discussion, the fundamental idea of CSR is that organisations have an obligation to work towards meeting the needs of a wider array of stakeholders. There is a significant increase in the involvement of employ-

ee engagement in CSR activities. It is important to involve employees in CSR initiatives as this contributes to their personal growth and to the development of the entire organisation. While customers traditionally have been considered the key driver of organisations' social initiatives, employees have become at least as important as, if not more important than, customers in driving organisation sustainability initiatives (Wang et al. 2016: 535). Maldonado-Guzman et al. 2016: 570) posit that CSR in organisations can be considered as an excellent opportunity to achieve better results; therefore, organisations have to adopt and implement all those activities that allow them to improve their social responsibility. For instance, in the literature there are claims that when an organisation undertakes CSR activities, its employees can be more committed to their work as they have pride in being associated with their organisation.

According to Anderson (2015: 31), organisational commitment is an employee's desire to belong to an organisation and an employee's willingness to make extra effort for the benefit of the organisation. Furthermore, Albour and Altarawneh (2014: 194) define organisational commitment as:

The relative strength of an individual's identification with and involvement in a particular organisation and can be characterised by a strong belief in and acceptance of the organisation's goals and values, willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership with the organisation.

The definition of Albour and Altarawneh (2014: 194) is more complete and appropriate to this paper as it describes organisational commitment as employee's emotional attachment to, identification with and involvement in the daily operations of the organisation. Anttila (2014: 1) adds that a big part of commitment is how employees see the organisation for which they work and the difference that sets it apart from all the other potential employing organisations. Chinomona and Dhurup (2015: 49) reported that low levels of organisational commitment might be dysfunctional to both the organisation and the individual, while high levels might have positive effects that lead to higher performance, greater satisfaction and lower turnover. Thus, having committed employees is crucial for any successful organisation. Nguyen et al. (2014: 7) point

out that organisational commitment is a multi-dimensional construct influenced by three different commitments. The commitments are between (1) affective commitment, where employees themselves have the desire to remain in the organisation; (2) continuance commitment in which the employees' recognise that the costs of leaving would be high; and (3) normative commitment where employees have the feeling of obligation to stay and be loyal to the organisation (Nasyira et al. 2014: 865).

Ghosh et al. (2013: 291) are of the view that committed employees would exhibit less motivation to change their jobs, as they have a desire to stay with their organisation. Employees who have higher organisational commitment tie their own destiny to the organisation's destiny and they have strong intentions to stay in the organisation (Sanjeevkumar 2012: 93). In the same way, Nasyira et al. (2014: 865) revealed in their studies that if the employees have high organisational commitment, it would motivate them to be more attached towards the organisation, thus increasing the employees' intention to stay. In summary, it can be said that the type and level of organisational commitment influences an employee's intent to stay in an organisation.

According to Nasiriya et al. (2014: 864), intention to stay is the tendency of employees to retain their membership in their current organisation. Thus, an intention to stay is a strong predictor of turnover (Anderson 2015: 37). Nasiriya et al. (2014: 863) define turnover as the movement of people in and out of employment within an organisation. Likewise, Kumar and Govindarajo (2014: 149) define employee turnover as the influx and exist of individuals into and out of the workforce of an organisation over a specific period. Furthermore, Anderson (2015: 1) explains that retaining talented employees is an ambitious challenge for any organisation. Consequently, retention appears to be the most important target for the organisation's Human Resource (HR) department to achieve and they need to explore and be aware of the real reasons, not simply people's perceptions, because sometimes, high salaries of pleasant working conditions alone cannot guarantee employees continuous stay into the organisation (Sanjeevkumar 2012: 91). Sanjeevkumar (2012: 92) explicates that high employee turnover brings tremendous cost to the organisation from various ways, such as lost sales and related knowledge, reduced

productivity and customer satisfaction, increased work pressure to the remaining employees, cost related to the recruitment and training for new employees, reduced morale to the organisation, to cite but a few. Keeping in perspective all such costs of employee turnover, organisations have come to realise that it is important to retain employees and create a stable workforce and they are focusing on the formulation and implementation of a robust retention strategy to effectively reduce employee turnover (Ghosh et al. 2013: 289).

In summary, organisations that value their human capital and are able to design policies and practices for the sake of employee retention would have competitive advantage in their industries (Nasyira et al. 2014: 863-864). Employees who are more committed are more likely to stay with the organisation if they feel that the organisation acted positively towards them and less likely to remain with the organisation if they do not feel the positive act of the organisation (Nasyira et al. 2014: 864).

RESEARCH METHODOLOGY

Quantitative research was deemed appropriate for this paper and aimed at establishing the effects of the perceptions of employees of their organisation's CSR activities on their organisational commitment and intentions to stay in their current organisation. The study population consisted of employees working in the following departments of the selected telecommunication organisation in Cameroon: managing director, chief general manager, marketing operations, procurement and input, finance, administration, materials and engineering. All levels were also included in this paper starting from the entry level or junior positions, individual contributors (or subcontractors who are employees participating in the organisation's team but work independently), professional seniors, managers or senior technical professionals, senior staff specialists to consulting engineers.

Simple random sampling as a probability sampling method was deemed appropriate for this study. This technique allowed the selection of a sample that represents a broader group of persons as closely as possible (Andrew et al. 2011). Using a historical evidence method (comparison of past research studies) the sample consisted of 350 respondents based on the studies

of Ganga (2012), Kim (2011), Kim et al. (2010) and Stancu et al. (2011). Of the 350 questionnaires distributed, 298 were returned, representing a response rate of eighty-five percent.

Instrumentation and Data Collection

The survey was conducted by means of a fully structured questionnaire that comprised of a compilation of close-ended questions with multiple options for respondents to choose. Due to the high number of non-English-speaking citizens in Cameroon, the questionnaire was translated from English to French by an authorised translation office to enable those who could not understand or speak English to complete it in French using back translation and double-back translation. The questionnaire consisted of four sections. Section B intended to determine the perceptions of employees of their organisation's CSR practices and the questions were adapted from Turker (2009). Section C aimed at determining the level of organisational commitment and was adapted from Allen and Meyer (1990). Section D attempted to determine the extent to which employees are willing to stay in the current organisation and was adapted from Lambert and Hogan (2009). Biographic data such as gender, age, number of children, level of education and income were collected in Section A. For consistency, items of Section B, C and D of the questionnaire were administered using a five-point Likert-type scale ranging from one (strongly disagree) to five (strongly agree) to indicate the extent to which respondents agreed or disagreed with each item on the scale. During the data collection process of this study, ethical considerations such as the participants' right to confidentiality, privacy or non-participation, anonymity and informed consent were followed.

RESULTS AND DISCUSSION

The results section consists of eight tables encompassing the statistical outcomes from the collected data, followed by a short report. Table 1 displays the results of the factor analysis by depicting the mean rating of dimensions of employees' CSR perceptions and organisational commitment in terms of their level of agreement. Table 2 presents the correlations between variables. Tables 3-7 present the results of the regression analysis.

Table 1: Mean rating of dimensions of employees' CSR perceptions and organisational commitment in terms of agreement

<i>Dimension description</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>
<i>Employees' Perceptions of their Organisation's CSR Activities</i>				
Economic factor	298	1	5	3.43
Training and wellness factor	297	1	5	4.00
Ethical factor	298	1	5	4.35
Legal factor	298	1	5	3.98
<i>Employees' Organisational Commitment</i>				
Continuance commitment	297	1	5	4.13
Affective commitment	297	1	5	4.26
Moral imperative	298	1	5	4.98
Indebted obligation	297	1	5	4.08

Scale item rating: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree 5=Strongly agree

Table 2: Correlations

<i>Variables</i>	<i>CSR1</i>	<i>CSR2</i>	<i>CSR3</i>	<i>CSR4</i>	<i>OC1</i>	<i>OC2</i>	<i>OC3</i>	<i>OC4</i>	<i>ITS</i>
CSR1	1								
CSR2	.362**	1							
CSR3	.296**	.283**	1						
CSR4	.310**	.420**	.161**	1					
OC1	.253**	.433**	.231**	.317**	1				
OC2	.319**	.435**	.390**	.341**	.380**	1			
OC3	.236**	.344**	.428**	.168**	.379**	.408**	1		
OC4	.227**	.456**	.247**	.329**	.493**	.419**	.419**	1	
ITS	.252**	.369**	.348**	.288**	.432**	.505**	.562**	.351**	1

PC= Pearson correlation; CSR1= Economic variable; CSR2= Training and wellness variable; CSR3= Ethical variable; CSR4 = Legal variable; OC1= Continuance commitment; OC2= Affective commitment; OC3= Moral imperative commitment; OC4=Indebted obligation commitment; ITS= Intention to stay.

Table 3: Model 1 economic, training and wellness, ethical and legal CSR activities as predictors of continuance commitment

<i>Model summary dependent variable:</i>	<i>F</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>	<i>Tol.</i>	<i>VIF</i>	
<i>Continuance commitment</i>							
Factor 1: Economic variable of CSR	21.173	.062	1.078	.282	.801	1.248	
Factor 2: Training and wellness variable of CSR	21.173	.322	5.371	.000*	.739	1.354	
Factor 3: Ethical variable of CSR	21.173	.099	1.796	.074	.877	1.141	
Factor 4: Legal variable of CSR	21.173	.146	2.535	.012*	.795	1.258	
R= .474;	R ² = .224;	Adjusted R ² = .214					

*Sig 0.05; Tol= Tolerance; VIF= Variance inflation factor

Table 4: Model 2 economic, training and wellness, ethical and legal CSR activities as predictors of affective commitment

<i>Model summary dependent variable:</i>	<i>F</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>	<i>Tol.</i>	<i>VIF</i>	
<i>Affective commitment</i>							
Factor 1: Economic variable of CSR	31.488	.098	1.798	.073	.801	1.248	
Factor 2: Training and wellness variable of CSR	31.488	.258	4.537	.000*	.739	1.354	
Factor 3: Ethical variable of CSR	31.488	.262	5.028	.000*	.877	1.141	
Factor 4: Legal variable of CSR	31.488	.160	2.928	.004*	.795	1.258	
R= .548;	R ² = .301;	Adjusted R ² = .291					

*Sig 0.05; Tol= Tolerance;VIF= Variance inflation factor

Table 5: Model 3 economic, training and wellness, ethical and legal CSR activities as predictors of moral imperative

<i>Model summary dependent variable:</i> <i>Moral imperative</i>	<i>F</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>	<i>Tol.</i>	<i>VIF</i>
Economic variable of CSR	23.064	.050	1.078	.385	.801	1.248
Training and wellness variable of CSR	23.064	.226	5.371	.000*	.739	1.354
Ethical variable of CSR	23.064	.350	1.796	.000*	.877	1.141
Legal variable of CSR	23.064	.002	2.535	.977	.795	1.258

*Sig 0.05; Tol= Tolerance;VIF= Variance inflation factor

Table 6: Model 4 economic, training and wellness, ethical and legal CSR activities as predictors of indebted obligation

<i>Model summary dependent variable:</i> <i>Indebted obligation</i>	<i>F</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>	<i>Tol.</i>	<i>VIF</i>
Factor 1: Economic variable of CSR	23.754	.016	.284	.000*	.801	1.248
Factor 2: Training and wellness variable of CSR	23.754	.350	5.933	.000*	.739	1.354
Factor 3: Ethical variable of CSR	23.754	.118	2.179	.000*	.877	1.141
Factor 4: Legal variable of CSR	23.754	.158	2.778	.000*	.795	1.258

R= .495; R²= .245; Adjusted R²= .235

*Sig 0.05; Tol= Tolerance;VIF= Variance inflation factor

Table 7: Model 5 economic, training and wellness, ethical and legal CSR activities as predictors of intention to stay

<i>Model summary dependent variable:</i> <i>ITS</i>	<i>F</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>	<i>Tol.</i>	<i>VIF</i>
Factor 1: Economic variable of CSR	20.852	.056	.979	.329	.801	1.248
Factor 2: Training and wellness variable of CSR	20.852	.221	3.680	.000*	.739	1.354
Factor 3: Ethical variable of CSR	20.852	.247	4.485	.000*	.877	1.141
Factor 4: Legal variable of CSR	20.852	.139	2.396	.017*	.795	1.258

R= .471; R²= .222; Adjusted R²= .211

*Sig 0.05; Tol=Tolerance;VIF= Variance inflation factor; ITS= Intention to stay

Frequency Analysis

Frequency analysis was first conducted on the respondents' biographic characteristics. There were more males (n=184; 61.70%) in the study compared to females (n=114; 38.30%). The majority of respondents were younger than 30 years of age (n=98; 32.90%). With regard to the marital status, the results revealed that being single was the most dominant status with n=84 (28.20%). The sample distribution in terms of number of children living with respondents indicated that the majority of respondents had no children (n=92; 30.90%). The distribution of the sample in terms of level of education was as follows: most respondents (n=91; 30.50%) are

not in possession of an advanced level of education, which is the equivalent of grade 12 in South Africa. In this sample, the distribution of the number of years participants spent in their current position indicated that the highest score was the category of respondents who spent less than 5 years in the current organisation (n=111; 37.20%). The distribution of the tenure of service in the current organisation showed that the majority (n=110; 37%) of the respondents spent between 5 to 10 years in the current organisation. The frequency analysis also presented the different salary levels where level A is the lowest and level F the highest level in the organisation. The level with the highest score was level C (n=69; 23.20%). In terms of respondents' job

grade level, the results showed that most of the respondents are managers or senior technical professionals (n=98; 32.90%).

Factor Analysis

Exploratory factor analysis was done on the data of Section B (employees' perceptions of CSR) and C (employees' organisational commitment) of the questionnaire. This procedure resulted in the extraction of four factors that explain employees' perceptions of their organisation's CSR activities and four factors that explain their organisational commitment. With regard to employees' perceptions of their organisation's CSR activities, these factors were labelled as economic factor, training and wellness factor, ethical factor and legal factor. These factors accounted for sixty-five percent of the total variance explained. On the other hand, the four organisational commitment factors were labelled continuance commitment, affective commitment, moral imperative and indebted obligation. The four factors accounted for sixty-three percent of the total variance explained by the overall factors. The means of the factors are reported in Table 1.

In terms of the means of the factor analysis conducted on Section B, respondents agreed that the ethical factor was essential to them (mean=4.35) as well as the training and wellness factor (mean=4.00). However, it should be noted that on a rating of close to four, respondents seem to agree that these dimensions are important. The results indicate that in order for employees to perceive their organisation as socially responsible, economic, training and wellness, ethical and legal activities need to be undertaken by that organisation and disclosed in order to enrich their commitment and reinforce their intentions to stay in their current organisation. Sheikh and Beise-Zee (2011) pointed out that "disclosing social responsibility practices may provide benefits to an organisation in the form of enhanced reputation, market value, supportive communities, increased customer loyalty, improved quality and productivity and greater organisational commitment and retention."

With regard to the means of factor analysis of Section C, respondents agreed that the moral imperative factor was the most important factor to them (mean=4.98) followed by affective commitment factor (mean=4.26), continuance

commitment factor (mean=4.13) and indebted obligation factor (mean=4.08). The results indicate that four types of attachments relate employees to their organisation, namely continuance and affective commitment, moral imperative and indebted commitment. It is critical for any organisation today to have committed employees since organisational members with high commitment do not leave the organisation because they are dissatisfied but rather tend to take on challenging work activities and engage in improving performance and innovative activities. Those employees see the organisation as theirs (Dordevia 2004).

Correlation Analysis

Correlations were computed using Pearson's product moment correlation coefficient to examine the relationship between the four factors that describe employees' perceptions of their organisation's CSR activities, the four factors of employees' organisational commitment and employees' intentions to stay in their current organisation. The results are reported in Table 2. All the variables were correlated positively, as the correlations were significant at $p < 0.000$. The results show the existence of a medium or moderate correlation among the variables.

Table 2 summarises the relationships among employees' perceptions of their organisation's CSR activities, organisational commitment and intention to stay by means of linear correlations. The results show that the four dimensions of CSR were correlated positively with all four organisational commitment variables and with intention to stay, as the correlations were significant at $p < 0.000$. The four dimensions of employees' perceptions of their organisation's CSR activities also converged with organisational commitment and employees' intentions to stay in their current organisation.

Overall, these findings suggest that the way employees perceive their organisation's CSR activities affects their attitudes in the organisation. Employees then become more attached to their organisation and their intentions to stay in the current organisation are strengthened radically. These findings are partially consistent with the findings of Baltazar (2011: 5-6) who found that employees have a stronger commitment to their organisation when they perceive it as a

socially responsible organisation. Kudo et al. (2006: 511), on the other hand, debated that intention to stay on the job was significantly associated with the conditions of employment. Eweje and Bentley (2006: 9) added that an organisation's CSR performance affects and reinforces most of the retention drivers.

Regression Analysis

In order to establish the relationship between the four factors that describe the perceptions of employees of their organisation's CSR activities, the four factors of employees' organisational commitment and employees' intentions to stay, multiple regression analysis was undertaken to establish the predictive relationships. There were nine variables, namely economic, training and wellness, ethical and legal factors, which were entered into the regression equation as independent variables and continuance commitment, affective commitment, moral imperative and indebted obligation and intention to stay factors, which were entered as the dependent variables. The results of the regression analysis showed significant predictive relationships among the constructs as shown in Tables 3 - 7.

Table 3 summarises the regression analysis with economic, training and wellness, ethical and legal CSR activities as predictors of continuance commitment. All four independent variables, namely economic variable ($\beta=0.062$), training and wellness variable ($\beta=0.322$), ethical variable ($\beta=0.099$) and legal variable ($\beta=0.146$) contribute positively to the prediction of continuance commitment. More specifically, the training and wellness variable explained most of the variance with a Beta value of 0.322.

Table 4 summarises the regression analysis with economic, training and wellness, ethical and legal CSR activities as predictors of affective commitment. All four independent variables, namely economic variable ($\beta=0.098$), training and wellness variable ($\beta=0.258$), ethical variable ($\beta=0.262$) and legal variable ($\beta=0.160$) contribute positively to the prediction of affective commitment. More specifically, the ethical variable explained most of the variance with $\beta=0.262$.

Table 5 summarises the regression analysis with economic, training and wellness, ethical and legal CSR activities as predictors of moral imperative. All four independent variables, namely economic variable ($\beta=0.050$), training and well-

ness variable ($\beta=0.226$), ethical variable ($\beta=0.350$) and legal variable ($\beta=0.002$) contribute positively to the prediction of moral imperative. More specifically, the ethical variable explained most of the variance.

Table 6 summarises the regression analysis with economic, training and wellness, ethical and legal CSR activities as predictors of indebted obligation. All four independent variables, namely economic variable ($\beta=0.016$), training and wellness variable ($\beta=0.350$), ethical variable ($\beta=0.118$) and legal variable ($\beta=0.158$) contribute positively to the prediction of indebted obligation. More specifically, training and wellness variable explained most of the variance.

Table 7 summarises the regression analysis with economic, training and wellness, ethical and legal CSR activities as predictors of intention to stay. All four independent variables, namely economic variable ($\beta=0.056$), training and wellness variable ($\beta=0.221$), ethical variable ($\beta=0.247$) and legal variable ($\beta=0.139$) contribute positively to the prediction of employees' intentions to stay. More specifically, the ethical variable explained most of the variance.

The regression analysis carried out in this paper also confirmed the existence of the relationships among the constructs. The results imply that thirty percent of the variation of an employee's affective commitment can be explained by the impact of CSR activities. Twenty-four percent of the variation of an employee's indebted obligation can be explained by the impact of CSR. Twenty-three percent of the variation of an employee's moral imperative commitment can be explained by the impact of CSR activities. Twenty-two percent of the variation of the organisation's continuance commitment can be explained by the impact of CSR activities. The results also demonstrated that twenty-two percent of employees' intentions to stay can be explained by CSR activities.

The training and wellness variable has the largest impact on continuance commitment compared to the economic, ethical and legal variables. This finding demonstrates that an effective CSR programme undertaken by an organisation influences the level of continuance commitment employees have towards their organisation. This finding resonates with the results of a study conducted by Chien-Hung and Wen-Cheng (2012) in which employees were likely to

exhibit continuance commitment when they have achieved personal investment (such as pensions) in their employing organisation or when they have developed an emotional attachment to their organisation. The ethical variable has the largest impact on affective commitment compared to the economic, training and wellness and legal variables. This finding indicates that a successful CSR programme increases the level of affective commitment of employees. Consistent with this finding, Ali et al. (2010) also found that an organisation's engagement in socially responsible practices might be a source of pride and enhance employees' ties to the organisation, especially affective commitment. As employees with high levels of affective commitment are more likely to contribute to the organisational performance and productivity and even do more than what is expected of them (Hafer and Martin 2006). Baltazar (2011) also confirms that employees' general image of the organisation and perceived organisational support predict affective commitment by significantly increasing the affective bond between employees and their employing organisation. The ethical variable has the largest impact on moral imperative commitment compared to the economic, training and wellness and legal variables. These results show that the involvement of an organisation in CSR practices affects employees' level of moral imperative commitment. This type of commitment has not been previously associated with CSR. The training and wellness variable has the largest impact on indebted obligation commitment compared to the economic, ethical and legal variables. These findings signify that CSR activities undertaken within an organisation increase the indebted obligation commitment of employees. This type of commitment has not been previously associated with CSR.

In summary, regression analysis showed significant predictive relationships among CSR, organisational commitment and intention to stay. Economic, training and wellness, ethical and legal variables of CSR activities were used to predict continuance, affective, moral imperative and indebted obligation commitments as well as intention to stay. Additionally, it can be concluded that the higher the prevalence of an organisation's CSR activities, the greater the level of organisation commitment of employees and the stronger their intentions to stay in their current organisation. These findings are relatively consistent with that of Bhattacharya et al. (2008: 37) who found that CSR practices comprise a legiti-

mate, compelling and increasingly important way to attract and retain good employees.

Reliability and Validity

Cronbach's alpha, as the most common measure of internal consistency (reliability), was used in this study as the researcher needed to establish the reliability of the instrument (questionnaire). The reliability coefficients of Sections A, B, C and D of the questionnaire as depicted in Table 8 indicated that all the items from the three constructs are statistically reliable due to their high Cronbach alpha values (ranging from 0.826 to the highest 0.865 > 0.7) and should not be dropped for further analyses. A score of 0.80 or higher indicates that eighty percent of the variance is a reliable variance. This is an indication of the reliability of the instrument as values above the 0.7 benchmark were exceeded, as stated by Malhotra (2010: 285). Content, construct, convergent and predictive validities also were ascertained in this study.

Table 8: Internal reliability statistics

<i>Sections</i>	<i>Number of items</i>	<i>Deleted items</i>	<i>Cronbach's alpha</i>
Employees' perceptions of CSR (Section B)	15	4	0.826
Organisational commitment (Section C)	16	4	0.865
Intention to stay (Section D)	5	0	0.825
Overall Cronbach Alpha for the entire scale			0.839

CONCLUSION

Given that CSR is a vague concept, which allows different interpretations favourable to all stakeholders to agree upon and then generate likely misinterpretations, CSR remains a broad concept, difficult to delineate. As a result, organisations are struggling to orientate their efforts in this area. However, this paper aimed at increasing managers' awareness of the effectiveness of the CSR benefits on employees. In addition, these findings support the view that employees make judgments about their employing organisation's CSR activities; their perceptions then influence the way they behave within an

organisation (organisational commitment) and reinforce their intentions to stay in the current organisation. This paper has established that there are major differences between the expectations of employees and corporate actions, which suggest that there are a large number of areas to explore and different types of activities to undertake in order to enhance employees' organisational commitment successfully and reinforce their intentions to stay.

RECOMMENDATIONS

The introduction of CSR discourse into organisations' management model will help organisations contextualise their CSR programmes; give them a better understanding of CSR; help them identify the types of CSR activities they need to invest in; and how to better communicate those activities to all the areas of the organisation and the general public so that their actions can be acknowledged. However, it is recommended that once carried out, CSR should be continued as long as an organisation remains profitable in order for employees to keep improving and strengthening their organisational commitment and maintaining their intention to stay. In addition, it is important to define the purpose of CSR and its operating rules as well as consider legal obligations prior to the launch of the tool (CSR). Thereafter, organisations should also inform their employees and the community as a whole of the types of activities in which the organisation is engaged. Emphasising the role of CSR disclosure, studies maintain that it is necessary to conduct CSR programmes that not only have great social impact in those particular markets but also have high external visibility. However, the best way for employees to be informed about their organisation's CSR activities is by giving them the opportunity to participate voluntarily in those activities. studies evoke that the effects of volunteerism are positive and can lead to higher employee morale, which in turn leads to higher productivity.

LIMITATIONS OF THE STUDY

One could have expected that certain biographical traits of this study, such as employees' level of education, salary level, age, gender and tenure of service in their current organisation may have had an influence on how employ-

ees perceive their CSR practices. A comparative study to test for differences between groups could have given a clearer indication whether values of a particular variable differ between two or more groups through an analysis of variances. Researchers need to investigate the possible effects of biographical attributes on employees' perceptions of their organisation's CSR practices.

IMPLICATIONS FOR FURTHER RESEARCH

Despite the positive relationships among the three constructs, (perceptions of employees of their organisation's CSR activities, their organisational commitment and their intentions to stay), the fact remains that CSR practices should be transparent and visible to employees and the public in general. Very few organisations today know how to use social media efficiently to communicate their involvement in social activities to their stakeholders. Instead of exploiting the opportunities offered by new technologies, most organisations still use old or formal communication methods that are outdated and are consequently no longer efficient. As part of future research, researchers should examine the idea of putting in place for CSR activities, internal and external reporting systems to monitor the disclosure of organisations' CSR involvements by examining and evaluating existing strategies.

Due to the fact that data were collected only once, among a limited number of respondents and constrained to only one organisation in the telecommunication sector in Cameroon, the results obtained in this study cannot be generalised to all the existing organisations undertaking CSR activities in Cameroon. For this paper to be broadened to the country as a whole or to the entire telecommunication sector, it could have included more than one telecommunication organisation among the existing four.

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