

Effects of Leadership Style and Corporate Social Responsibility on Employee Retention: The role of Organizational Identification and Employee job satisfaction

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Abstract

This study's primary purpose is to investigate the relationship between employee retention, leadership style, and corporate social responsibility in five-star and four-star hotels in Lahore, Pakistan, along with the serial mediating effect of organizational identification and employee job satisfaction. While applying the two-stage sampling method, data was collected with the help of questionnaires from 350 participants, and Smart PLS was used for model testing. The results revealed that CSR and leadership style significantly relates to organizational identification and employee retention. Further, organizational identification mediates the nexus of CSR and leadership style with employee job satisfaction. In serial mediation, organizational identification and employee job satisfaction do not serially mediate the relationship of CSR and leadership style with employee retention. Future directions are also discussed in the last session.

Keywords: Corporate social responsibility, Leadership style, organizational Identification, Employee job satisfaction, Employee Retention

Introduction

Village-based development with fishing potential must be explored for independent communities to prosper. This autonomous community will assure the well-being of its residents

in financial, social economic, political, and environmental dimensions.

Personnel is a valuable resource for any organization, and the success or failure of an organization is frequently determined by the organization's ability to recruit, retain, and adequately compensate bright and skilled employees. The capacity of any firm to retain highly competent employees may be viewed as a competitive advantage. However, as an organization strives to retain its people, it must simultaneously deal with various other issues (Pettman, 1975; Wernerfelt, 1984; Barney, 1991). While firms want to retain their most innovative individuals, those who are poor performers and have low productivity levels are encouraged to depart the organization. Organizations should keep personnel who contribute favorably to the value and profit of the organization and who also have a more significant beneficial influence on the organization. According to research, employee replacement cost is typically 100% of the position's planned wage (Allen, Bryant & Vardaman, 2010), and non-economic expenditures like staff morale loss and organizational memory loss can have catastrophic consequences. Because of the hyperactive nature of today's environment, traditional HRM tactics are not sufficient to maintain a skilled staff in this day and age (Kashyap & Rangnekar, 2014).

Organizations are forced to develop more adaptable, accommodating, and cooperative methods since the challenges and demands of competitiveness in the world's dynamic marketplaces are nerve-racking and harsh (Park, Appelbaum & Kruse, 2010). Employees with high connections with leaders receive more assistance and resources; additionally, individuals are more likely to generate increased motivation, respect, and trust (Cropanzano & Mitchell, 2005). An organizational identity (O.I.) or an association with an organization (Mael & Ashforth, 1992) is another major factor influencing employee retention (Van Dick et al., 2004, Riketta, 2005). Employees with this sense are more likely to be inspired, and turnover is less likely (Katrinli, Atabay, Gunay & Guneri, 2008).

CSR impacts employees' workplace actions and attitudes toward work (Park & Levy, 2014). Social identity theory (SIT) has been recognized significantly in how CSR activities influence employees' attitudes on work in the CSR literature (Gond, El Akremi, Swaen & Babu, 2017). According to Mael and Ashforth (1992), SIT may boost employees' self-image and self-esteem by associating with the firms' initiatives, i.e., CSR. Literature indicated that employee views of CSR favorably affect their O.I. in the hotel sector and proposed other factors crucial to O.I., like employee retention (Park & Levy, 2014). The quality of work life (QWL) has been studied to determine its effect on employee retention (Chan & Wyatt, 2007).

Several studies show that O.I. positively relates to QWL (Sirgy, Reilly, Wu & Efraty, 2008). SIT asserts that the process of O.I. might affect one's sense of self-concept, self-image, self-esteem (Mael & Ashforth, 1992), and QWL (Lee, Singhapakdi & Sirgy, 2007). Kim, Song, Lee, and Lee (2017) urged more research on CSR and O.I. with other cultural and geographical situations. In particular, it is necessary to conduct additional research on how CSR affects O.I. and employee retention in hospitality organizations that provide gaming amenities. This is critical since stakeholders typically want this contentious industry to expand its CSR activities to justify its continued existence (Lindorff, Prior Jonson & McGuire, 2012). According to Lee, Lee, and Cho (2018), some hotels already have a terrible reputation due to casinos, making determining how CSR may impact the organization's stakeholders more challenging. CSR initiatives affect O.I. with self-motivation (De Roeck & Delobbe, 2012).

A model based on SIT (Kim, Song & Lee, 2016) and CSR framework (Carroll, 1991) conducted an employee survey and discovered that employee views of CSR favored organizational commitment, resulting in increased staff retention. Some more studies based on SIT and CSR framework (Carroll, 1991) performed research on employees and found that CSR programmers substantially influenced organizational trust, resulting in increased job satisfaction. The impacts of CSR, job satisfaction, and

organizational commitment were studied sequentially (Youn, Lee & Lee, 2018). However, many studies have been conducted, but there is a gap in examining the impact of CSR and Leadership style through serial mediation of O.I. and employee job satisfaction on employee retention in the hotel industry of Pakistan. Thus, this study was conducted on Pakistani five-star and four hotels that had invested in CSR and leadership style, with SIT (Tajfel & Turner, 1985) O.I. to study the nexus between CSR, Leadership style, O.I., job satisfaction, and employee retention. This research contributes to CSR, leadership style, and tourism literature by investigating the effects of CSR and leadership style on employee retention via O.I., SIT, and employee job satisfaction.

Literature Review

Social Identity theory

Social identity theory (SIT) is the process in which an individual socially defines himself and others to eliminate ambiguity, and their social settings may be controlled (Hogg, Abrams, Otten & Hinkle, 2004). Experimenting with group formation, people prefer members of their known group over members of other unknown groups (Tajfel, 1970). The core notion of SIT is that how people identify with a group determines how they interact with group members (Ellemers, Kortekaas & Ouwerkerk, 1999). The existing literature supports the SIT explanation of employee-organizational dynamics and employee behavior (Jones, Newman, Shao & Cooke, 2019; Wang et al., 2017; Scheepers & Ellemers, 2019), perceived CSR relationship, and employee pro-environmental behavior (Cheema, Afsar & Javed, 2020), mediation relationship of O.I. between perceived CSR and employee behaviors (Mahmood et al., 2020). Social identities can also help lessen ambiguity since they give a context for people and how they interact with others (Hogg & Terry, 2000). Although group membership does not need cohesion for social identity to exist, it does suggest that personnel in an organizational context share norms and commitments (Ashforth & Mael, 1989). To bolster this assertion, meta-analysis validates the relationship between O.I. and various individual workplace parameters like work performance, self-esteem, and organizational nationality activities (Riketta, 2005). Identification is also linked to characteristics related to turnover, despite the fact that current turnover meta-analyses and literature do not address Identification (Holtom, Mitchell, Lee & Eberly, 2008; Allen et al., 2010; Riketta, 2005). A meta-analysis on organizational identification showed a consistently negative connection with employee retention; additional research indicates a relation exists (e.g., Mael & Ashforth, 1995). The data demonstrates that organizational identification relates to employee job satisfaction and retention.

Employee retention

The term "retention" may be described as an attempt to develop an atmosphere that motivates people to work while accommodating their different demands. Employee retention is a strategy used by businesses to ensure an effective staff and compliance with operational standards (Ihuah, Kakulu & Eaton, 2014). It is a technique for motivating personnel to remain with the organization till project completion (Ming-Chu, 2017). Further, Hales, Moon, and Swenson (2018) said HRM is a systematic attempt to establish and enhance an environment conducive to employee motivation by promoting policies and practices that address their different demands.

CSR and Organisational Identification

CSR is described as "organizational actions and policies that are context-specific and consider stakeholder expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011). Employees' sense of oneness grows due to organizations' CSR efforts because they feel proud to be a member of a socially responsible firm (Cheema et al., 2020). To describe CSR's impact on

organizational Identification, SIT is dominating and acceptable paradigm (De Roeck, Akremi & Swaen, 2016). So that workers' evaluation is based on the social status of their firm. Further, if an employee realizes that his organization has an ideal process and features that distinguish it from others, he strongly identifies with it (Dutton, Dukerich & Harquail, 1994). Mael and Ashforth (1992) describe O.I. as a sense of belonging to the organization and viewing the organization's successes and failures. CSR aims to increase employee organizational identity because the business adopts procedures and practices that benefit stakeholders, including employees, the environment, and society (El Akremi et al., 2018). CSR is essential because workers identify with and care about firms that invest in good environmental and societal practices (Van Dick et al., 2020). Employees who work in organizations and actively engage in CSR efforts have higher levels of O.I. (Shin, Hur & Kang, 2016). Businesses' CSR activities, leadership style, and O.I. are positively correlated because their CSR efforts are directed toward internal stakeholders, increasing workers' self-esteem and helping them identify with firms (Allen, Attah & Gong, 2017). CSR significantly impacts corporate identity since it consists of actions favorably viewed by workers and demonstrates that the organization values, respects, and cares about them (Zulfiqar et al., 2019). According to SIT, corporate CSR efforts result in employees developing organizational identification as their desire for self-concept is met. (Glavas, 2016). CSR directly promotes workers' Organizational Identification. (Kim, Lee, Lee & Kim, 2010). Im, Chung, and Yang (2016) demonstrate that an organization's CSR initiatives benefit workplace attitudes and behaviors, such as organizational identity. Additionally, employees find ecologically and socially responsible firms more enticing and want to affiliate with these organizations (Cheema et al., 2020). Existing research recognized the beneficial benefits of businesses' CSR on their workers' attitudes and actions, like retention (Chan, Watson & Woodliff, 2014), motivation (Balakrishnan, Sprinkle & Williamson, 2011), and job satisfaction (Moser & Martin, 2012). As a result, we conclude that employers' CSR investments benefit organizations' image, hence increasing workers' sense of belonging.

Leadership Style and Organizational Identification

Due to the tremendous effects on organizations, organizational identity has gained attention in research investigations (He & Brown, 2013). It is the experience of oneness and belongingness to a particular human aggregation (Ashforth & Mael, 1989). The more workers develop a sense of belonging, the more likely they will adopt its qualities and act in its best interests (van Knippenberg & Hogg, 2003). When workers appreciate their leaders, organizational identification grows (DeConinck, 2015), which is associated with a variety of leadership styles (Cheng & Wang, 2015), Ethical leadership (Vondey, 2010), and Leader's Charm (Yang & Wei, 2009). According to Yang and Wei (2009) Leaders' charm positively impacts the staff's psychological empowerment and satisfaction because leaders wield considerable influence over their subordinates' identities (Yukl, 2010). Leadership style is believed to have a favorable impact on organizational identity. Indeed, O.I. is associated with leadership qualities such as leader charm, leader human care, and leader knowledge aid. While ethical leadership may contribute to employee identification, there is a limitation to organizational identity. As a result, it is critical to investigate the impact of leadership style to understand better the contradictory idea of organizational identity (Brown & Mitchell, 2010). Because there is a scarcity of research on the impact of leadership style on O.I. (Walumbwa et al., 2011). A pressing necessity for investigation of the link between the two factors arose.

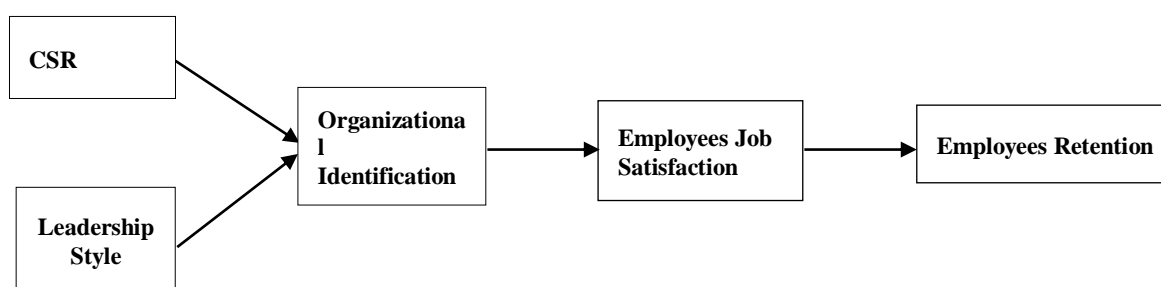
Organizational Identification and job satisfaction

It is now well known that workers' perceptions of organizational oneness are critical in shaping organizational behavior (Teresi et al., 2019). O.I. is crucial for comprehending workers' ties with the business since organizational identification significantly impacts a variety of good employee outcomes

(Wang et al., 2017). O.I. results in favorable employee outcomes because it drives employees to develop a deep relationship with the organization (Shin et al., 2016). Job satisfaction is defined as an individual's affective orientation toward the present job obligations related to that individual's workplace behavior (Singh & Onahrng, 2019). Organizational identity is significantly connected with positive attitudes and behaviors among employees and has been shown to improve performance (Brammer, He & Mellahi, 2015). For instance, workers frequently exhibit beneficial attitudes and actions for the business with whom they have a close bond (Ashforth & Mael, 1989), take action to further the organization's objectives, and devote extra energy (Van Dick et al., 2008). Additionally, such individuals feel more secure in their jobs, exhibit greater cognitive openness, and demonstrate a greater commitment to their work (Grant & Berry, 2011). It stimulates employee innovation (Brammer et al., 2015). When employees have good impressions, they engage in activities that benefit the organization, such as innovative work performance (Giorgi et al., 2020). Identification is critical for motivating workers to devote their full efforts to advancing the social group's standing and self-identification. So these employees are more likely to engage in creative activities due to their affiliation with a unique group that strengthens their self-concept (Carmeli, Cohen-Meitar & Elizur, 2007). Organizational identity established a connection with the firm and satisfied their desire for self-respect. Thus, employee motivating is improving their good work-related behaviors, like employee job satisfaction.

Job Satisfaction and Employee Retention

Employee retention is correlated to job satisfaction (Mosadeghrad, Ferlie & Rosenberg, 2008). Griffeth et al. (2000) said that work happiness has a direct negative correlation with a desire to leave. Goldman and Tabak (2010) demonstrated that low work satisfaction had a negative effect on high-performing individuals. In earlier studies, (Tian-Foreman, 2009; Hayes et al., 2006; Price, 2001; Shields & Ward, 2001) found a link between work satisfaction and intention to leave. According to the debate, leadership style and organizational identity greatly influence work satisfaction, and job satisfaction significantly impacts employee retention. Thus, this study proposed the following hypothesis in the Pakistan hotel sector and utilized job satisfaction as a mediator.



Research Model

Research Hypothesis

- H1-** Corporate social responsibility has a significant impact on Organizational Identification.
- H2-** Leadership style has a significant impact on Organizational Identification.
- H3-** Organizational Identification has a significant impact on Employees' job satisfaction.
- H4-** Employees jobs satisfaction has a significant impact on Employee Retention.

- H5-** Corporate social responsibility significantly impacts employees' job satisfaction.
- H6-** Leadership style has a significant impact on Employees' job satisfaction.
- H7-** Organizational Identification has significant mediation between the relationship between corporate social responsibility and employees' jobs satisfaction
- H8-** Organizational Identification has significant mediation between the relationship between leadership style and employees' jobs satisfaction
- H9-** Organizational Identification and Employee job satisfaction significantly mediate between corporate social responsibility and Employee Retention.
- H10-** Organizational Identification and Employees' job satisfaction significantly mediate the relationship between leadership style and Employee Retention.

Research Methodology

This study surveyed non-managerial personnel at Lahore's Four- and Five-Star hotels. In five- and four-star hotels, the operational staff, includes those in the housekeeping departments, front office, food and beverage service, and food production. As a result, operational staff in five- and four-star hotels were picked over managerial employees due to concerns about employee retention (Lockwood & Al-Ababneh, 2010). The hotel industry is chosen because it contributes significantly to the country's gross national income. This operation-level staff was selected using a stratified random sampling technique, which is more efficient when dealing with a high sample size. The respondents were chosen using a stratified random sample technique on 17 hotels separated into two strata (four-star and five-star hotels).

Data collection and the sample

This study focused on five-star and four-star hotels in Pakistan that were working in different cities of Pakistan. A list of hotels is collected from the department of tourist service (DTS). Two-stage sampling technique was used; in the first stage, two strata developed, and in the second stage, they developed the cluster on the area base and selected the cluster of the Lahore location. We collected data with a hard copy of the questionnaire in all five-star and four-star hotels in Lahore. The questionnaire was divided into two sections: (1) demographic information about the hotel and (2) key variables (CSR, leadership style, organizational identification, employee job satisfaction, and employee retention). In survey research, collecting data for all study variables simultaneously or from the same source may result in a measurement context effect or technique bias (Podsakoff et al., 2003).

Additionally, to maximize response rates and eliminate social desirability bias, we included a cover letter with the survey notifying participants that their information would be kept confidential. Additionally, we suggested that senior managers complete the survey since they are the most active members of their organizations, developing plans and being the most knowledgeable about their firms' associated activities. Due to employee retention concerns, operational personnel in five- and four-star hotels were picked over managerial employees (Lockwood & Al-Ababneh, 2010). We got names of registered hotels from the DTS in Lahore and randomly sent in 10 hotels in Lahore city. Simultaneously, we delivered 600 paper questionnaires. We collected 480 responses from them, equating to an 80 percent response rate. Only 350 usable replies were received from 480 responses, equating to a usable response rate of 73 percent. This resulted in 350 usable replies, of which 130 were from five-star hotels and 220 were from four-star hotels. Assesses Variable Scales and Measures, utilized five-point Likert scales to

represent strongly agree 5 and strongly disagree 1.

Measures

There is no universally accepted definition of CSR. However, the majority of research examines it in terms of five primary domains. There are so many styles of leadership. However, in hospitality, four dimensions are used. Leader charm (05 items), Human Care (03 items), Knowledge Aid (03 items), and Exception Management (03 items) by Bass (1985). Four-item scale developed by Mael & Ashforth (1992) was used to measure organizational identification. Measuring job satisfaction is not an easy task. This research used three dimensions of job satisfaction 1) Job Competence (03 items), 2) Job Autonomy (03 items), and 3) Job Impact (03 items) by Hewagama, Boxall, Cheung & Hutchison (2019). 11 items questionnaire used for employee retention by Kyndt, Dochy, Michielsens & Moeyaert (2009).

Data analysis and results

Assessment of Measurement Model

Before investigating the hypothesized correlations, the research determined the reliability of each item by ensuring that the loading was greater than or equal to 0.5. In this study, only two items loading is less than 0.5 due to the deleted range of those two items: CSR 4 and JS3. Internal consistency is achieved by verifying that the composite reliability score exceeds 0.7. Convergent validity is achieved by seeing the average variance extracted as equal and greater than 0.5 (Hair et al., 2014). In this study, for 2nd order Leadership, the average variance extracted is near below 0.5, the value of average variance extracted of leadership is 0.491, and it is in the range as per (Lam, 2012). The individual items factor loadings between the range of 0.549 to 0.914 and the C.R. range between 0.788 and 0.923. Table 1 provides detailed information.

Table 1

| 1st Order | 2nd order | Items | Loading | Alpha | CR | AVE |
|-----------|------------|-------|---------|-------|-------|-------|
| EM | | EM1 | 0.769 | 0.715 | 0.839 | 0.635 |
| | | EM2 | 0.801 | | | |
| | | EM3 | 0.819 | | | |
| HC | | HC1 | 0.884 | 0.743 | 0.846 | 0.649 |
| | | HC2 | 0.776 | | | |
| | | HC3 | 0.750 | | | |
| KA | | KA1 | 0.835 | 0.730 | 0.847 | 0.649 |
| | | KA2 | 0.815 | | | |
| | | KA3 | 0.765 | | | |
| LC | | LC1 | 0.749 | 0.778 | 0.849 | 0.529 |
| | | LC2 | 0.739 | | | |
| | | LC3 | 0.768 | | | |
| | | LC4 | 0.690 | | | |
| | | LC5 | 0.688 | | | |
| | Leadership | EM | 0.598 | | 0.788 | 0.491 |
| | | HC | 0.914 | | | |
| | | KA | 0.566 | | | |
| | | LC | 0.671 | | | |

| | | | | | | |
|-----|--|------|-------|-------|-------|-------|
| CSR | | CSR1 | 0.820 | 0.805 | 0.872 | 0.631 |
| | | CSR2 | 0.818 | | | |
| | | CSR3 | 0.815 | | | |
| | | CSR5 | 0.722 | | | |
| OI | | OI1 | 0.727 | 0.736 | 0.832 | 0.556 |
| | | OI2 | 0.807 | | | |
| | | OI3 | 0.787 | | | |
| | | OI4 | 0.652 | | | |
| JS | | JS1 | 0.702 | 0.710 | 0.821 | 0.533 |
| | | JS2 | 0.741 | | | |
| | | JS4 | 0.752 | | | |
| | | JS5 | 0.726 | | | |
| ER | | ER1 | 0.549 | 0.932 | 0.923 | 0.575 |
| | | ER2 | 0.842 | | | |
| | | ER3 | 0.710 | | | |
| | | ER4 | 0.710 | | | |
| | | ER5 | 0.809 | | | |
| | | ER6 | 0.801 | | | |
| | | ER7 | 0.766 | | | |
| | | ER8 | 0.824 | | | |
| | | ER9 | 0.772 | | | |

According to Fornell and Larcker (1981), discriminant validity was ensured by requiring that the square root of AVE scores exceed the cross-loading table comparison values. Table 2 provides detailed information.

Table 2

| | CSR | EM | ER | HC | JS | KA | LC | OI |
|-----|-------|-------|-------|-------|-------|-------|-------|----|
| CSR | | | | | | | | |
| EM | 0.357 | | | | | | | |
| ER | 0.055 | 0.166 | | | | | | |
| HC | 0.413 | 0.441 | 0.056 | | | | | |
| JS | 0.588 | 0.353 | 0.062 | 0.373 | | | | |
| KA | 0.233 | 0.338 | 0.178 | 0.616 | 0.475 | | | |
| LC | 0.397 | 0.405 | 0.096 | 0.563 | 0.653 | 0.513 | | |
| OI | 0.576 | 0.466 | 0.059 | 0.657 | 0.572 | 0.474 | 0.497 | |

After confirming the theoretical framework's psychometric qualities, the study analyzed structural modeling, determining the importance of hypothesized links. A total of 500 bootstraps were used. The test results show significant relation between CSR and OI ($\beta=0.278$; $t=5.686$) therefore supporting hypothesis 1, Leadership style and OI ($\beta=0.480$; $t=9.696$) therefore supporting hypothesis 2, OI and job satisfaction ($\beta=0.435$; $t=8.333$) therefore supporting hypothesis 3, Job satisfaction and employee retention ($\beta=-0.080$; $t=0.616$; $p=0.538$; $LLCI=-0.166$; $ULCI=0.269$) hence not supporting hypothesis 4, CSR and Job Satisfaction ($\beta=0.121$; $t=4.236$) hence supporting hypothesis 5, Leadership Style and Job Satisfaction ($\beta=0.209$; $t=6.459$) hence supporting hypothesis 6, CSR, OI and job

satisfaction ($\beta=0.121$; $t=4.236$) hence supporting hypothesis 7, Leadership style, OI and job satisfaction ($\beta=0.209$; $t=6.459$) hence supporting hypothesis 8, CSR, OI, job satisfaction and employee retention ($\beta=-0.010$; $t=0.593$; $p=0.553$; $LLCI=-0.024$; $ULCI=0.034$) hence not supporting hypothesis 9 and CSR, OI, job satisfaction and employee retention ($\beta=-0.017$ $t=0.588$; $p=0.556$; $LLCI=-0.038$; $ULCI=0.060$) hence not supporting hypothesis 10 as shown in table 3.

Table 3

| Hypothesis | Relationship | Beta | S. D | t value | P | LLCI | ULCI | Status |
|------------|------------------------------|--------|-------|---------|-------|--------|-------|---------------|
| H1 | CSR -> OI | 0.278 | 0.049 | 5.686 | 0 | 0.179 | 0.369 | Supported |
| H2 | Leadership -> OI | 0.48 | 0.05 | 9.696 | 0 | 0.374 | 0.567 | |
| H3 | OI -> JS | 0.435 | 0.052 | 8.333 | 0 | 0.319 | 0.525 | |
| H4 | JS -> ER | -0.08 | 0.13 | 0.616 | 0.538 | -0.166 | 0.269 | Not supported |
| H5 | CSR -> JS | 0.121 | 0.028 | 4.236 | 0 | 0.068 | 0.179 | Supported |
| H6 | Leadership -> JS | 0.209 | 0.032 | 6.459 | 0 | 0.143 | 0.268 | |
| H7 | CSR -> OI -> JS | 0.121 | 0.028 | 4.236 | 0 | 0.068 | 0.179 | |
| H8 | Leadership -> OI -> JS | 0.209 | 0.032 | 6.459 | 0 | 0.143 | 0.268 | |
| H9 | CSR -> OI -> JS -> ER | -0.01 | 0.016 | 0.593 | 0.553 | -0.024 | 0.034 | Not supported |
| H10 | Leadership -> OI -> JS -> ER | -0.017 | 0.028 | 0.588 | 0.556 | -0.038 | 0.06 | |

Discussion and Conclusion

The findings here contribute to understanding the psychological processes in forming employee retention in the organization. To begin, we discovered considerable support for our hypothesis that CSR and O.I. have a significant relationship, and leadership style and O.I. have a significant relationship. We found that CSR and O.I. have significantly contributed to job satisfaction. We discovered that leadership style and O.I. has significantly contributed to job satisfaction. The linked mediation effect of O.I. between CSR and work satisfaction is depicted in this model. The related mediation effect of organizational identity between leadership style and work satisfaction is shown in this model.

We discovered that the indirect effect of organizational identity and job satisfaction did not affect employee retention regarding CSR. Further organizational identity and job satisfaction did not impact employee retention regarding leadership style. It is vital to show that organizational identity is genuinely linked to employee retention and that work satisfaction is unrelated to employee retention from a theoretical approach. This means that when CSR and leadership style is well aligned, subordinates are well served, allowing them to boost their job happiness and stay with the firm. Thus, the results revealed that CSR and leadership styles should use emotional intelligence to increase employee job satisfaction, leading to higher retention.

Regarding keeping employees, the study's findings highlight the necessity of linking employee satisfaction with leadership style. This also means employees having satisfaction with their organizational identity are more likely to stay with the company. As a result, organizations and researchers should consider organizational Identification, CSR, and leadership style to increase staff retention.

Further Recommendation

Future researchers should consider the multi-level variables influencing this link, such as CEO and manager qualities. This study adds to the social identity theory, which focuses on individual-level processes. As a result, to construct multi-level frameworks, future research must embrace this notion. To strengthen the discipline, future research may look into merging SIT with other firm-level theories, such as the resource-based approach (Barney, 1991). In a nutshell, we advise more multi-level research that considers factors other than those in this study.

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