



RESEARCH ARTICLE

Corporate Social Responsibility in a Palestinian Cellular Company: Examining the Mediating Role of Job Satisfaction on Employee Intention to Stay

Feras Hamed Zahda^{1*}, Chokri Slim²¹PhD Candidate in Business Administration, MOCIFINE Laboratory ISCAE, Manouba University, Tunis²Professor at MOCIFINE Laboratory ISCAE, Manouba University, Tunis

ARTICLE INFO	ABSTRACT
Received: May 22, 2024 Accepted: Jul 4, 2024	<p>Social responsibility is a modern concept that focuses on the commitment of institutions and companies to develop policies and practices that contribute to the improvement of society and the surrounding environment. This concept goes beyond traditional business frameworks to include ethics of dealing with interested parties, promoting environmental sustainability, and contributing to socio-economic development. When a brand adopts this approach, it develops strong relationships with society, increases credibility in the eyes of the public, and as a result has a positive impact on the economy and the local community. This research aims to look into how employee retention in the largest Palestinian cellular company is affected by (CSR) initiatives, focusing on job satisfaction as a mediating factor. Employing a quantitative research methodology, organized surveys were implemented for gathering data from a sample of 1540 workers at the two companies. Smart PLS 4 was used for data analysis process.</p>
<p>Keywords</p> Joab Satisfaction Psychological Contract Theory Intention to Stay Corporate Social Responsibility	<p>The study's findings demonstrated that there is no correlation between employees' intention to stay at work and (CSR) activities; however, when job satisfaction acted as a mediating factor between the two variables, the relationship between the two variables—(CSR) activities and employees' intention to stay—became evident. Moreover, the results showed that the four dimensions of CSR and intention to stay was not significant, when job satisfaction was mediated, this relationship became significant.</p> <p>This study was based on the psychological contract theory, and the results of the study showed a relationship between this theory and the results of the study.</p> <p>These findings highlight how crucial it is for businesses to incorporate (CSR) into their main strategies in order to improve employee retention and satisfaction, which will ultimately lead to long-term business success. After obtaining the results, recommendations were made for the Palestinian cellular telecommunications sector. Future studies are suggested in this paper.</p>
<p>*Corresponding Author: feras@ppu.edu</p>	

INTRODUCTION

(CSR) has emerged as a key component of business strategies globally in the last few decades (Aguinis & Glavas, 2012). Many companies are conducting campaigns to help them reach their future

goals, improve their reputation locally and globally, and increase their market share, and companies are also doing this through their strategic plans and policies, one on this companies is work in the field of social responsibility. CSR seeks to improve a company's reputation and demonstrate its commitment to society by incorporating social and environmental concerns into its core operations and activities. Businesses that implement CSR practices stand to gain a lot from them, such as enhanced customer loyalty, improved brand recognition, and higher employee commitment and satisfaction.

Carroll's pyramid (Carroll, 1991) is a highly influential framework in the literature on corporate social responsibility. It divides CSR into four categories: (Economic, Legal, Ethical, and Philanthropic). Therefore, any study that talks about the topic of (CSR) will use Carroll's Pyramid theory and its four dimensions in this study, as this theory is considered one of the basics of the concept of social responsibility.

(CSR) initiatives and activates has competitive advantages for companies (Bibi et al., 2022) since CSR activities can contribute to the retention of highly skilled employees, as well as contribute to building and enhancing the good image and reputation of the company (Birur & Muthiah, 2013).

One of the key topics that has been thoroughly researched in social studies is the topic of leaving one's job. Many studies have also looked into the reasons behind leaving and ways to reduce it because this hurts businesses and institutions because they frequently waste valuable resources, which is regarded as a waste of human resources. According to (Deloitte, 2019) survey which indicated that 49% of the new generation wants to quit their jobs in less than two years, and only 35% want to work there for more than five.

Being more socially conscious as a business makes employees feel proud to work for a business that makes a positive contribution to society, which is thought to have a beneficial effect on one's affective wellbeing (Ng et al., 2019).

While external stakeholders were the focus of many studies in the field of social responsibility, the institutional level in Mobile Companies was the focus of this practical paper. Since Palestine is one of the countries suffering from many problems, especially the political and economic situation, the employees of the telecommunications sector will be interested in voluntary and charitable work, including internal CSR activities (Memon et al., 2020; Memon et al., 2021). In addition, the way that employees respond to CSR has received less attention (Wells et al., 2015) The researcher's motivation for doing this study came from this lack.

In order to encourage employees to develop expectations that organizations care about their happiness, pay them enough attention, and treat them fairly consistently (Griffeth et al., 2000), the psychological contract clearly outlines the fair treatment that the enterprise should provide to its employees (Moorman et al., 1998). However, employees will experience emotional exhaustion if they believe that the company has broken the psychological contract (Johnson & O'Leary-Kelly, 2003). This may lead to a greater willingness to quit as well as other responses or actions (Kang & Sung, 2019).

The theory of Social Identity (SIT) has been the foundation for numerous studies that have addressed the subject of employee turnover at work as (Ng et al., 2019; Wang et al., 2017), While (Memon et al., 2021) used both (SIT) and Social Exchange theory with JS as mediator. others used Psychological Contract Theory as (Virador, 2023). This study used Psychological Contract Theory with the link of (CSR) and intention to stay. According to the literature and earlier research, some studies found no connection or influence from employee turnover and CSR (Jones, 2010), while other studies discovered direct link (Gharleghi et al., 2018; Memon et al., 2021). As a result, there is a great deal of uncertainty in the findings of these studies, which highlights the need for additional research on this relationship and this is other motivation for researcher for doing this study.

In Palestine, which is a developing country with special circumstances due to the fact that it is still under occupation and under complex economic and social conditions, the business environment in it is unstable and also unstable. Therefore, this requires companies in it to compete continuously, and among these companies are cellular telecommunications companies that must focus on its internal and external customers and build and maintain a good reputation. This requires it to have activities in the field of community service, and among these activities are initiatives related to the field of social responsibility.

This study is significant because it is among the first to address the issue of cellular companies' social responsibility in Palestine. It will contribute to the body of knowledge about how social responsibility should be implemented in developing nations, particularly in unstable nations like the state of Palestine.

The purpose of this study is to determine whether turnover intention and perceived CSR are related, and if this relations mediated by Job Satisfaction. In addition, the present study aims to achieve the following objectives.

1. Is to look into the link between (CSR-Initiatives) and the four elements of (CSR) and employee satisfaction at Palestine Mobile Companies.
2. Is to look into the link between (CSR-Initiatives) and the four elements of (CSR) and employee intention to stay at Palestine Mobile Companies.
3. Is to look into the possibility that Job Satisfaction acts as a mediating factor in the Link between Employee Engagement and (CSR-Initiatives) Palestine Mobile Companies.

The following questions would be addressed in order to achieve this goal:

Do employees of Palestinian mobile companies feel any impact from CSR activities?

1. Does job satisfaction among employees of Palestinian mobile companies change as a result of CSR activities?
2. Is there a link between Palestinian mobile employees' intention to stay and CSR activities?
3. Do the four dimensions of CSR activities affect job satisfaction at the same level at Palestinian Mobile Companies?
4. Do the four dimensions of CSR activities affect employee intention to stay at the same level at Palestinian Mobile Companies?

The independent variable in this study will be (CSR activities) in the Palestinian cellular telecommunications sector with its four dimensions, and the dependent variable is employees' desire to remain working in this sector (Intention to Stay, with a mediate variable, which is job satisfaction.

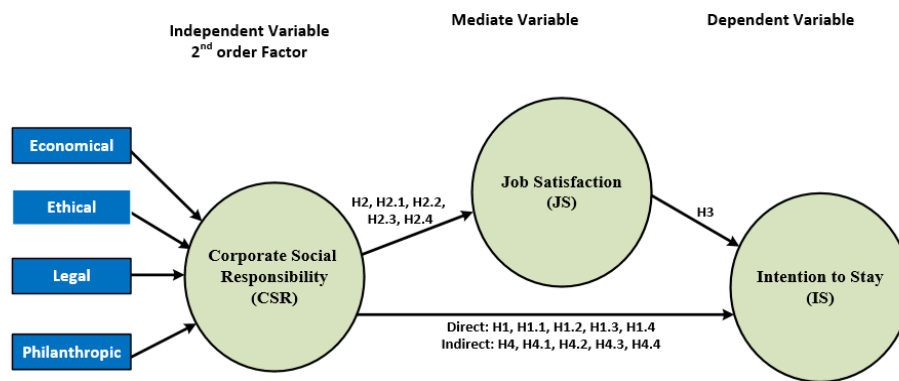


Figure 1: Model of the Study

LITERATURE BACKGROUND

CSR & Intention to Stay

According to the European Commission (European Commission, 2011), (CSR) is the incorporation of social and environmental concerns into a company's business operations and its voluntary stakeholder interactions.

(CSR) is becoming an essential element for businesses looking to attain sustainable growth and cultivate healthy connections with all parties involved in the increasingly competitive business climate of today. The notion of (CSR) is complex and includes a range of obligations that companies must meet in order to satisfy the demands of the public. The Carroll Pyramid, put forth layer by layer (Carroll, 1991), is among the most thorough frameworks for comprehending these obligations. The (economic, legal, ethical, and philanthropic) facets of CSR are delineated in the Carroll Pyramid.

Economical CSR Components: the base of this pyramid, since businesses are the main economic entities in society, they should emphasize the value of profitability and sustainability

1. **Legal CSR Components:** the second layer, legal obligations place a strong emphasis on following rules and laws, making sure businesses stay within the bounds of social norms.
2. **Ethical CSR Components** the third layer, which go beyond merely following the law, demand that companies engage in morally righteous business practices.
3. **Philanthropic CSR Components:** the last layer, Encourage firms to make philanthropic and voluntary contributions to the community's well-being.

Based on (Aydogdu & Asikgil, 2011) "turnover intention" refers to a person's behavioral perspective on leaving a company, while "Actual turnover" refers to the actual process of departing an organization

The management and leadership of any organization must give great attention to the well-being of its employees because of its impact on the overall performance of the organization. If there is agreement and harmony between the values of the employees working for it and the organization itself, this will inevitably lead to employees having a desire to stay to work within the organization for a longer time and reducing their desire to leave the organization (Fritz & Van Knippenberg, 2017). Contented employees will be far more likely to be dedicated and satisfied, making them interested in remaining with the organization (George, 2011). The ethical environment of the organization and employee turnover intentions were not found to be related in previous literature (Gong et al., 2021). Numerous research findings indicate that when employees are satisfied with their jobs, there is a correlation between their desire to stay with the company and their reluctance to leave (Govindarajo et al., 2021)

If many employees feel proud of the social responsibility activities carried out by their company, this will increase their satisfaction, and this will be reflected and help the organization perform its work better (Huan & Hong, 2021). If this happens, employees will increase their desire to remain in their work and will not spend time and effort searching for another job and another place to work.

Most previous literature and previous studies take the concept of social responsibility as one dimension and not the four dimensions mentioned by Carroll. In a study (Lee et al., 2012) that examined the four dimensions of CSR, where the study's conclusions demonstrate that different CSR components have different effects on the caliber of relationships. (Orhan Can Yilmazdogan, 2015) study intends to ascertain how tourism students view (CSR) regarding the hotels they intend to work at in the future, as well as how this perception affects their intention to work in the tourism industry. The founding of this study was the subdimensions of (CSR-Act)—ethical, legal, economical, and philanthropic—and students' intention to work in the sector are significantly and positively correlated. According to (Çalışkan & Ünüsan,

2011), employees have a positive perception of (CSR) that encompasses economic, legal, ethical, and philanthropic aspects. Additionally, they find that the ethical and legal dimensions of (CSR) have a significant impact on their job satisfaction (JS) and intention to stay (IS). The results of Ndjama's master's thesis (Ndjama, 2015) show that employees' intentions to remain with their current company are reinforced by all four CSR dimensions.

The findings (Megheirkouni, 2020) of showed that keeping employees and satisfying their psychological contracts require an in line approach to CSR that exceeds internal and external CSR perceptions. On the other hand, a high incongruent CSR perception resulted in a psychological contract breach and, eventually, a high intention to leave the company for employees with low perceived internal CSR.

This study focused on examining the four dimensions of (CSR) on employees' desire to remain at work for a long period and their unwillingness to search for another job opportunity, through their awareness of the activities carried out by their organization in the field of social responsibility. From this part of the study, it will examine the following hypotheses:

H1. Palestine Cellular Provider employees perceived (CSR_Activities) is related to their Intention to Stay.

H1.1 Palestine Cellular Provider employees perceived (Economical CSR_Activities) is related to their Intention to Stay.

H1.2 Palestine Cellular Provider employees perceived (Ethical CSR_Activities) is related to their Intention to Stay.

H1.3 Palestine Cellular Provider employees perceived (Legal CSR_Activities) is related to their Intention to Stay.

H1.4 Palestine Mobile Companies employees perceived (Philanthropic CSR_Activities) is related to their Intention to Stay.

Job satisfaction (JS) and his Role as Mediator

(JS) was defined by (Locke in year 1976, p. 1300 (Locke, 1976) as a pleasant or upbeat sentimental state that emerges from an assessment of one's profession or work experiences.

Many studies have focused on the issue of job satisfaction because of its great importance to the individual and the institution in which he works. The (JS) concept has been studied in more than one aspect, and it has been studied in depth in many fields, especially in the social and human sciences.

The organization must take care of the stakeholders who deal with it, whether they are from the outside (customers, suppliers,) or from the inside, especially the employees, and this will benefit the individual and the institution, and the relationship is participatory and the benefit is shared.

Companies that consider the interests of all stakeholders may see an improvement in their employees' sense of accomplishment, worth, and job satisfaction, according to Barakat and his fellow researchers (Barakat et al., 2016).

Many of the studies on job satisfaction that have been done in the past have focused on how having a happy workforce can assist an organization in becoming more competitive (McWilliams et al., 2006) and performing more effectively financially (Orlitzky, 2005).

In their study, "CSR Activities and Job Satisfaction", Bauman & Skitka (Bauman & Skitka, 2012) observed that a corporation's charity work can affect workers' (JS) perceptions of safety, security, dignity, sense of community, adhering to social values, and the achievement of organizational goals.

In their research, Lee and associates (Lee et al., 2012) discovered that the only factor that positively

affects job satisfaction is the ethical dimension.

In reference to the research that You and his associates (You et al., 2013) done to look into the effect of (CSR_Activity) investments on job satisfaction for employee, the study discovered these investments also had an effect on employees' organizational commitment, and via a mediator of the workers' job satisfaction. Moreover, Schaefer and his friends claimed that (JS) is influenced by (CSR) evaluation (Schaefer et al., 2021).

There have been inconsistencies concerning the relationship between employees' (JS) and the implementation of (CSR), in spite of the fact that numerous studies have stressed the significance of this relationship (Bauman & Skitka, 2012).

Since many studies have confirmed the existence of a relationship between (CSR) activities and the job satisfaction variable, a number of them have also studied the mediating relationship between these two variables (CSR and JS), such that job satisfaction plays a mediating role between employees' performance and social responsibility.

For this study, the researchers claims that the job satisfaction variable can affect the relationship between (CSR) and its four dimensions and employees' desire to remain working in the Palestinian cellular telecommunications companies. The hypothesis is as follows:

H2. Palestine Cellular Provider employees perceived (CSR_Activities) is related to their Job Satisfaction.

H2.1. Palestine Cellular Provider employees perceived (Economical CSR_Activities) is related to their Job Satisfaction.

H2.2. Palestine Cellular Provider employees perceived (Ethical CSR_Activities) is related to their Job satisfaction.

H2.3. Palestine Cellular Provider employees perceived (Legal CSR_Activities) is related to their Job Satisfaction.

H2.4. Palestine Cellular Provider employees perceived (Philanthropic CSR_Activities) is related to their Job Satisfaction.

Since much of the literature has studied the mediating relationship between (CSR) and the desire to stay (intention to Stay), the researcher claims that there could be a mediating relationship between these two variables in this study in the employees at Palestine Mobile companies, and from this claim, the hypothesis is as follows:

First: investigate the direct link between (JS) and (IS), the Hypothesis will be as follows:

H3. Job Satisfaction has a direct related to Palestine cellular Provider employees' intention to Stay.

Second: investigate that (JS) can play a mediator between (CSR) and its four dimensions and (IS), the Hypothesis will be as follows:

H4. There is a mediating link played by job satisfaction between (CSR_Activities) and Palestine Cellular Provider employees' intention to stay.

H4.1. There is a mediating link played by job satisfaction between (Economical CSR_Activities) and Palestine Cellular Provider employees' intention to stay.

H4.2. There is a mediating link played by job satisfaction between (Ethical CSR_Activities) and Palestine Cellular Provider employees' intention to stay.

H4.3. There is a mediating link played by job satisfaction between (Legal CSR_Activities) and Palestine Cellular Provider employees' intention to stay.

H4.4. There is a mediating link played by job satisfaction between (Philanthropic CSR_Activities) and Palestine Cellular Provider employees' intention to stay.

SAMPLE AND METHODOLOGY

Data for this study were gathered via an electronic survey that was distributed via Google Forms. This approach was selected because it is effective and simple to use, enabling participants to finish the survey online whenever it is convenient for them. A series of structured questions intended to collect quantitative data about the research topic were included in the questionnaire. The research study took place at the Palestine Cellular Company.

The independent variable, (CSR_activity), was measured along four dimensions: philanthropic, ethical, legal, and economic. Economic, legal, and ethical CSR measures have seven items, while philanthropic (CSR) measures have eight. The previous studies (Lee et al., 2012; Maignan & Ferrell, 2001) provided the 29-item (CSR) scale. Five items were used to measure the mediating variable, and it was modified from (Lee et al., 2012; Nadiri & Tanova, 2010) studies. Finally, the two-item independent variable (IS) is measured using an adaptation from (Nadiri & Tanova, 2010).

The study population consisted of 1554 employees of Palestine Mobile Company. Statistical techniques were employed to select a suitable sample, of which 309 were included in this study.

RESULTS

Smart PLS and SPSS 24 software and PLS-SEM method was used for analysis after the data collection process was completed successfully and Smart PLS 4 software was used for this analysis. In this study, factor and path analyses were combined with statistical methods and (SEM) in order to evaluate the causal relationship.

Demographic Description

Table 1 below describe analysis of the sample personal information form the participants of Palestine Cellular Companies

Table 1. Demographic Descriptions	
Item	Description
Gender	The data results show that the gender distribution of 311 participants. 91 are female and comprise 29.3% of the population, and 220 are male, making up 70.7%. This means that the majority of the sample is male.
Age Distribution	Based on the age distribution, 178 people (57.2%) are in the 20–30 age group, which comprises the majority of the population. The next largest age group, with 106 people (34.1%), is 31 to 40 years old. There are only 3 people (1.0%) who are older than 50, and there are 24 people (7.7%) in the 41–50 age group. Given that the majority of participants in the population are under 40, this suggests that the population is comparatively young.
Marital Status	Regarding marital status, 139 people (44.7%) are unmarried (Single), while 171 people (55.0%) are (Married). There is only one (0.3%) divorced person. This suggests that the distribution of single and married people is balanced, with a small majority of married.

Job Category	According to the job category data, 235 participants, or 75.6% of the total, are employed permanently. In the meantime, 76 participants (24.4%) work under contract. This indicates a population preference or trend towards permanent employment.
Educational Level	With respect to educational attainment, 239 participants (76.8%) make up the largest group. A Master's degree is held by 43 participants (13.8%), while a certification or diploma is held by 26 participants (8.4%). There are only 3 people (1.0%) who hold a doctorate (PhD). This implies that a Bachelor's degree or above has been obtained by the majority of the population.
Work Experience	Based on the distribution of work experience, the largest group comprises 140 participants (45.0%) who have less than 5 years of experience. Next in line are a hundred (100) participants (32.2%) with between six and ten years 6 to 10 of experience. Only three people (1.0%) have more than 20 years of experience, compared to 48 (15.4%) who have 11 to 15 years, 20 (6.4%) who have 16 to 20 years, and so on. With the majority of them having fewer than ten years of work experience, this suggests that the majority of the population is still in their early career stages.

Source: Data extracted from SPSS 24's Software output

Item Level Results

Three variables—job satisfaction, intention to stay, and CSR—are shown in the table (2.) below with descriptive statistics for each which was taken from SPSS Software. The (C.V.), Mean, (S.D.), and Level are among these statistics.

Item	C.V	Mean	S.D	Level
Job Satisfaction	16.9%	4.15	0.70	High
Intention to Stay	27.8%	3.90	1.08	High
Corporate Social Responsibility	10.9%	4.17	0.46	High
C.V=Coefficient of Variation. S.D=Slander of Deviations				

Source: Data extracted from SPSS 24's Software outputs.

From the table above the results shows that all three items level are high because the mean value of all is above 3.4 vale according to correction key for Five Likert scale level.

The results shows that employees' perceptions of (CSR), intention to stay, and job satisfaction are all positive and favorable. Positive sentiments are strong and generally consistent in these areas, as indicated by the high means value and low to moderate standard deviations.

Model Measurement

Figure 2 below showed measuring model results for the (Legal, Ethical, Economical, and Philanthropic) of (CSR), Job Satisfaction and Intention to Stay after deleting items.

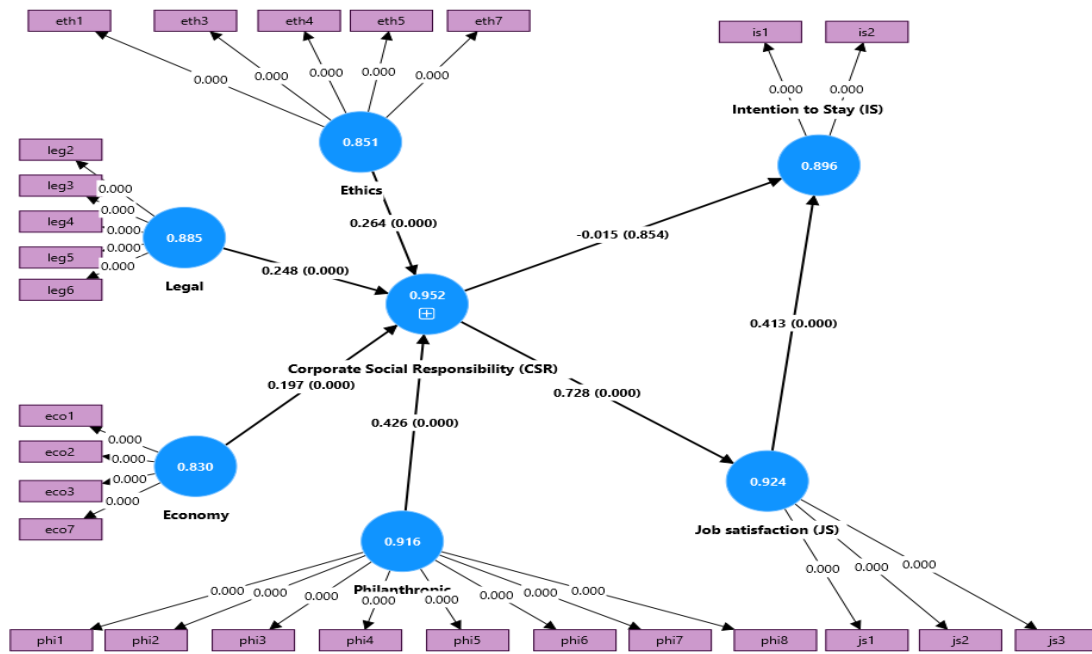


Figure 2: Measuring Model, after deleting items

Source: Data extracted from SmartPLS 4.0's Software outputs.

Reliability Results

The consistency and reliability of the items used to measure all variables are shown by these reliability results, giving confidence to the study's assessment of these constructs.

The suggested Cronbach's a criteria value is above 0.70 (Bögenhold, 2021). From the table 3. Below the results shows good reliability for (Economic, Ethic, Legal, Intention to Stay) because all of this variable results is above .80, while (Philanthropic, CSR, Job Satisfaction) reliability is excellent since the Cronbach's value is above 0.90.

Table 3: Reliability Results		
Variable	No. of Items	Cronbach's alpha
Economic	7	0.83
Ethics	7	0.851
Legal	7	0.885
Philanthropic	8	0.916
Corporate Social Responsibility	29	0.952
Intention to Stay	2	0.896
Job Satisfaction	5	0.924

Source: Data extracted from SmartPLS 4.0's Software outputs.

Discriminant Validity (Variable Correlations)

To evaluate discriminant validity, one can look at the correlations between various constructs to make sure they are different from one another (Fornell & Larcker).

Item	Economical	Ethical	Intention to Stay	Job satisfaction	Philanthropic	Legal
Economical	0.816					
Ethical	0.661	0.793				
Intention to Stay	0.181	0.303	0.951			
Job Satisfaction	0.624	0.691	0.401	0.932		
Philanthropic	0.669	0.788	0.299	0.661	0.795	
Legal	0.63	0.688	0.17	0.562	0.655	0.830

Source: Data extracted from SmartPLS 4.0's Software output

Since each construct's square root of AVE is higher than its correlations with other constructs, the constructs in the table (4.) above generally show good to excellent discriminant validity. This suggests that the constructs are well-defined and can be measured with accuracy.

Cross Loading Test

The loading of the indicators on the connected construct must be greater than their cross-loadings on the other constructs in the model (Joseph F. Hair et al., 2022), this suggests that the correlation between each indicator and the corresponding construct in the model needs to be greater than the correlations between the indicators and the other constructs.

	ECO	ETH	IS	JS	PHI	LEG
(ECO_1)	0.806	0.476	0.161	0.464	0.484	0.516
(ECO_2)	0.889	0.564	0.125	0.55	0.578	0.591
(ECO_3)	0.843	0.54	0.143	0.499	0.563	0.519
(ECO_7)	0.715	0.576	0.166	0.517	0.553	0.421
(ETH_1)	0.476	0.74	0.163	0.401	0.513	0.521
(ETH_3)	0.577	0.856	0.246	0.61	0.688	0.579
(ETH_4)	0.607	0.85	0.289	0.656	0.719	0.642
(ETH_5)	0.521	0.812	0.286	0.619	0.646	0.532
(ETH_7)	0.419	0.696	0.202	0.41	0.533	0.433
(IS_1)	0.126	0.242	0.936	0.32	0.259	0.114
(IS_2)	0.207	0.323	0.965	0.429	0.304	0.198
(JS_1)	0.559	0.64	0.385	0.934	0.61	0.497

(JS_2)	0.566	0.67	0.423	0.949	0.642	0.557
(JS_3)	0.62	0.62	0.312	0.913	0.597	0.516
(PHI_1)	0.596	0.545	0.217	0.48	0.707	0.582
(PHI_2)	0.559	0.619	0.229	0.497	0.801	0.533
(PHI_3)	0.622	0.654	0.274	0.512	0.83	0.586
(PHI_4)	0.429	0.537	0.228	0.511	0.749	0.411
(PHI_5)	0.513	0.694	0.231	0.568	0.777	0.514
(PHI_6)	0.587	0.7	0.322	0.626	0.866	0.543
(PHI_7)	0.495	0.631	0.182	0.5	0.827	0.538
(PHI_8)	0.432	0.614	0.207	0.505	0.791	0.441
(LEG_2)	0.55	0.599	0.114	0.457	0.578	0.844
(LEG_3)	0.528	0.571	0.15	0.455	0.504	0.827
(LEG_4)	0.496	0.531	0.132	0.448	0.534	0.879
(LEG_5)	0.587	0.608	0.187	0.563	0.592	0.885
(LEG_6)	0.441	0.539	0.118	0.396	0.501	0.7
(LEG_2)	0.55	0.599	0.114	0.457	0.578	0.844

Source: Data extracted from SmartPLS 4.0's Software output

Path Coefficients Direct Results

Table 6 below shows the hypothesis results for direct link between (CSR_Act) and the four dimensions of (CSR_Act) on employee (IS), and also Coefficients, Mean, STD, and p-value results and (H1, H1.1, H1.2, H1.3, and H1.4) path results. Moreover, the link between (CSR-Act) and its four dimensions with (JS) path ((H1, H1.1, H1.2, H1.3, and H1.4). Finally, (H3) path result for the link between (JS) with (IS).

Hypoth.		(O)	(M)	(STD)	P- Value	Result
H1	(CSR_Act) -> (IS)	-0.015	-0.016	0.080	0.854	Not Verified
H1.1	(ECO) -> (CSR_Act) -> (IS)	-0.003	-0.004	0.016	0.854	Not Verified
H1.2	(LEG) -> (CSR_Act) -> (IS)	-0.004	-0.004	0.020	0.854	Not Verified
H1.3	(ETH) -> (CSR_Act) -> (IS)	-0.004	-0.004	0.021	0.855	Not Verified
H1.4	(PHI) -> (CSR_Act) -> (IS)	-0.006	-0.007	0.034	0.853	Not Verified
H2	(CSR_Act) -> (JS)	0.728	0.730	0.034	0.000	Verified
H2.1	(ECO) -> (CSR_Act) -> (JS)	0.143	0.143	0.013	0.000	Verified
H2.2	(LEG) -> (CSR_Act) -> (JS)	0.181	0.181	0.011	0.000	Verified
H2.3	(ETH) -> (CSR_Act) -> (JS)	0.192	0.193	0.015	0.000	Verified
H2.4	(PHI) -> (CSR_Act) -> (JS)	0.310	0.310	0.020	0.000	Verified

H3	(JS) -> (IS)	0.413	0.414	0.068	0.000	Verified
Note: ECO=Economical, LEG=Legal, ETH=Ethical, PHI=Philanthropic,(M) Sample Mean, (O)=Original Sample, STD=Standard deviation, (CSR_Act) = Corporate Social Responsibility Activity						

Source: Data extracted from SmartPLS 4.0's Software outputs.

Table 6 results shows that the coefficient of (CSR-Act) is (-0.015), with a mean of (-0.016), a (STD) of (0.080), and a p-value of (0.854), indicating that the effect of (CSR_Act) on (IS) is not significant. Moreover, since the p-values of all the hypothesis (H1, H1.1, H1.2, H1.3, and H1.4) concerning the direct link and impact of (CSR_Aact) on employee Intention to stay are significantly higher than the standard value of (0.05), none of them can be confirmed.

In the above table (6.) The outcomes results shows that the Coefficient of (CSR_Act) on Job Satisfaction is (0.728), with a mean of (0.730), S (STD) of (0.034), and P-value of (0.000) indication that the effect of (CSR-Act) on (JS) is significant. In additions, the p-value of all Hypothesis (H2, H2.1, H2.2, H2.3, and H2.4) indicating that there are a significant link between (CSR_Act) and (IS), every one of them is verified.

Regarding the link between the direct link between (JS) and (IS), Coefficient value is (0.431), a mean of (0.414), a (STD) of 0.068, and the P-value of (0.000) meaning that the link between them in significant, and the hypothesis (H3) is verified.

Path Coefficients Indirect Results

Table 7 below shows the result of Coefficient, Mean, STD, and p-value for the indirect link between (CSR_Act) with (IS) which is through the mediating variable (JS).

Hypoth.		(O)	(M)	(STD)	P- Value	Result
H4	(CSR_Act) -> (JS) -> (IS)	0.301	0.302	0.052	0.000	Fully Mediation
H4.1	(ECO) -> (CSR_Act) -> (JS) -> (IS)	0.059	0.059	0.012	0.000	Fully Mediation
H4.2	(LEG) -> (CSR_Act) -> (JS) -> (IS)	0.075	0.075	0.012	0.000	Fully Mediation
H4.3	(ETH) -> (CSR_Act) -> (JS) -> (IS)	0.079	0.080	0.014	0.000	Fully Mediation
H4.4	(PHI) -> (CSR_Act) -> (JS) -> (IS)	0.128	0.128	0.023	0.000	Fully Mediation

Source: Data extracted from SmartPLS 4.0's Software outputs.

Table 7 outcomes shows that the coefficient of (CSR-Act) to (IS) through (JS) is (0.301), with a mean of (0.302), a (STD) of (0.052), and a p-value of (0.000), indicating that the mediating effect of (JS) between (CSR_Act) and (IS) is significant. Moreover, Since the p-values of all the hypothesis (H4, H4.1, H4.2, H4.3, and H4.4) concerning the indirect link and impact of (CSR_Aact) on employee Intention to Stay through the mediating variable (JS) are significantly less than the standard value of (0.05), all of them can be confirmed. Which means that (JS) play a mediation role in this relation.

DISCUSSIONS & CONCLUSIONS

According to this research, employees view (CSR_Act) favorably, which raises job satisfaction. Because it satisfies their expectations for moral conduct, equity, and social responsibility, employees appreciate the company's commitment to corporate social responsibility (CSR). This results are

consists with (Schaefer et al., 2021). Moreover, the finding shows that the four dimensions of CSR has positive impact on job satisfaction, and this results are not consistent with (Çalışkan & Ünüsan, 2011) the only Ethical and Legal had positive impact on (JS). And are not consistent with (Lee et al., 2012) that only Ethical dimension had effect on (JS)

Finding of this study that (CSR) and its four dimensions had the same effect on (IS) which was positive impact, this results are consistent with (Megheirkouni, 2020) that (CSR_Act) had a connection with (IS), Moreover, are consistent with (Ndjama, 2015; Orhan Can Yilmazdogan, 2015) that all dimensions of (CSR_Act) had a positive effect in (IS). This outcomes are not consistent with (Çalışkan & Ünüsan, 2011) that only (Ethical & Legal) (CSR) had impacted (IS).

The findings that JS mediate the link between (CSR_Act) and (IS) are consistent with (Ahmad, 2017; Bauman & Skitka, 2012; You et al., 2013).

Regarding the Psychological Contract Theory, Findings are consistent with (Megheirkouni, 2020) that (CSR_Act) has positive and direct link and impact with (JS), in additions, findings are consistent with (Virador & Chen, 2023) that (CSR_Act) effected employee intention to Stay (IS).

From the study findings, authors concluded the following:

1. The desire of employees to work for a company indefinitely is positively impacted by (CSR). When employees are aware of the company's community service and social responsibility initiatives, a suitable and positive work environment is created, and they feel more like a part of the company's workforce. The strengthening of organizational identity provided by this establishment will influence their reluctance to quit. To fully capitalize on their beneficial impacts on job satisfaction and, subsequently, intention to stay, (CSR) initiatives should cover all (CSR) dimensions, including Philanthropic, Ethical, Legal, and economic.
2. A connection between (IS) and (CSR_Act) is strongly influenced by job satisfaction (JS). This illustrates how essential it is to promote job satisfaction in order to maximize the positive impacts and effects of CSR initiatives on employee behavior. Finding demonstrate the significant indirect effects of (CSR) through (JS). This gives institutions a clear path forward to take: by enhancing (JS) and making investments in (CSR), they can encourage employees to stay.
3. There is a formal contract between the organizations, but in addition to this formal contract, there are expectations that the worker expects from the employer, and this is the focus of the psychological contract theory. An organization that carries out activities related to social responsibility, and these activities are consistent with the principles, expectations, and trends of employees, and therefore this will give better results for the organization and the employee and employee job satisfaction. Through the study results that there is a signification connection between CSR and its four dimensions from one side and job satisfaction form another this will boot good job environment and employee desire to stay, This desire to stay occurred as a result of the mediation of job satisfaction, and thus, this result supports the psychological contract theory.

Author recommendation for Palestine Cellular Mobile Companies:

1. They ought to keep funding CSR programs since they are essential for raising employee satisfaction. By making this investment, the company not only aligns its practices with broad societal values but also improves the attitudes of its employees.
2. They should also take a holistic approach that incorporates other retention tactics like possibilities for professional growth, competitive pay, and a positive work environment.
3. Strive to improve job satisfaction among employees. The study's findings showed that, despite the company's (CSR-Act), staff members' desire to stay with the company was unaffected by these activities; instead, job satisfaction raised employee's desire to stay and decreased their desire to leave the company.

4. We advise Palestinian cellular companies to activate their scientific research role or establish partnerships with universities in order to conduct other studies.

The study theoretically contributes to our understanding of the complex relationships between job satisfaction, intention to stay, and CSR_Act within the framework of Psychological Contract Theory. The results show that although CSR initiatives directly raise job satisfaction, job satisfaction acts as a mediating factor in how much of an impact they have on workers' intentions to stick around. This emphasizes how crucial it is to fulfill the psychological contract through (CSR) activities and initiatives because workers view these as going above and beyond simple business dealings. This research offers a nuanced perspective on how company procedures can align with staff values and expectations, thus encouraging a more committed and satisfied workforce, by illustrating the indirect effects of CSR on retention. On the basis of these discoveries, future research can investigate additional mediators and analyze the long-term effects.

The practical contributes of this study shows practitioners how important (CSR_Act) is in raising job satisfaction, which can then have a positive impact on employee intention to Stay. Strategic investments in comprehensive (CSR_Act) programs that are in line with employee values & expectations are recommended for organizations. In addition to improving the organization's reputation, these initiatives and programs fulfill psychological contracts, which promote employee loyalty and job satisfaction. CSR initiatives, however, ought to be a part of a larger retention plan that offers chances for professional growth, attractive pay, and a positive work atmosphere. In order to maximize the positive effects of (CSR_Act) programs & initiatives on job satisfaction and retention, it is important to regularly solicit employee feedback on these efforts to make sure they are fulfilling employee expectations. Organizations can promote a more engaged, content, and stable environment by implementing this holistic approach.

LIMITATION AND FUTURE WORK

Study limitation, although the employees' desire to remain at work within the Palestinian cellular companies was not affected by CSR activities, but this desire increased through the mediation of job satisfaction. There could be some factors or variables that could have an impact and were not studied in this practical paper, and therefore many studies must be done in order to find out.

This study had one mediating variable, which is job satisfaction. Other variables must be used as mediators to study this relationship, and study other dependent variables that were not mentioned in this study. In additions, this study was based on the psychological contract theory. The impact of other theories must be studied and a comparison must also be made between these theories.

In this study, the opinions of all employees of Palestinian cellular telecommunications companies were taken. There may be some employees who do not know about (CSR) activities of their companies and therefore did not fill out this form. In addition, the questionnaire was filled out via Google Form, and therefore there may be some employees who did not answer due to their lack of technical knowledge (such as cleaners and others).

AUTHOR CONTRIBUTIONS

The first Author in this study is Feras Zahda, a doctoral student in the field of business administration at the University of Manouba - Tunisia, where this was under the supervision of Professor Shokri Slim, who is the second researcher. First author was in charge of the study's design, data gathering, analysis, and interpretation. Along with developing the theoretical framework and integrating Psychological Contract Theory, He also carried out a thorough analysis of how CSR initiatives affect employee retention and job satisfaction. Throughout the research process, Professor Chokri Slim gave invaluable advice and assistance that helped to improve the research design, methodology, and overall study direction. His knowledge and suggestions were very helpful in determining how this research turned out in the end.

ACKNOWLEDGMENTS

The researchers would like to express their gratitude to the management of the Palestinian cellular telecommunications companies (Jawwal, Ooredoo) for their approval to conduct this study, and we also thank their employees for filling out the questionnaire.

REFERENCES

- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of management*, 38(4), 932-968.
- Ahmad, R. (2017). Examining the Impact of Employee's Perception of Corporate Social Responsibility's Outcomes: The Mediating Role of Organizational Trust, Job Satisfaction and Organizational Identification. <http://142.54.178.187:9060/xmlui/handle/123456789/2306>
- Aydogdu, S., & Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention. *International review of management and marketing*, 1(3), 43-53.
- Barakat, S. R., Isabella, G., Boaventura, J. M. G., & Mazzon, J. A. (2016). The influence of corporate social responsibility on employee satisfaction. *Management decision*, 54(9), 2325-2339.
- Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in organizational Behavior*, 32, 63-86.
- Bibi, S., Khan, A., Hayat, H., Panniello, U., Alam, M., & Farid, T. (2022). Do hotel employees really care for corporate social responsibility (CSR): a happiness approach to employee innovativeness. *Current Issues in Tourism*, 25(4), 541-558.
- Birur, S., & Muthiah, K. (2013). Turnover intentions among repatriated employees in an emerging economy: The Indian experience. *The International Journal of Human Resource Management*, 24(19), 3667-3680.
- Bögenhold, D. (2021). Economics in the Social Sciences: Emergence and Co-existence of Different Discourses and Methods. *Atlantic Economic Journal*, 49(4), 331-333.
- Çalışkan, O., & Ünüsan, Ç. (2011). Hotel employee perceptions of corporate social responsibility and its effects on job satisfaction and intention to stay.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39-48.
- Deloitte. (2019). *The Deloitte Global Millennial Survey 2019*
<https://www2.deloitte.com/content/dam/Deloitte/at/Documents/presse/at-millennial-survey-2019.pdf>
- European Commission. (2011). *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Youth Opportunities Initiative*.
- Fritz, C., & Van Knippenberg, D. (2017). Gender and leadership aspiration: the impact of organizational identification. *Leadership & organization development journal*, 38(8), 1018-1037.
- George, D. (2011). *SPSS for windows step by step: A simple study guide and reference, 17.0 update, 10/e*. Pearson Education India.

- Gharleghi, B., Afshar Jahanshahi, A., & Nawaser, K. (2018). The outcomes of corporate social responsibility to employees: Empirical evidence from a developing country. *Sustainability, 10*(3), 698.
- Gong, G., Huang, X., Wu, S., Tian, H., & Li, W. (2021). Punishment by securities regulators, corporate social responsibility and the cost of debt. *Journal of business ethics, 171*, 337-356.
- Govindarajo, N. S., Kumar, D., Shaikh, E., Kumar, M., & Kumar, P. (2021). Industry 4.0 and business policy development: Strategic imperatives for SME performance. *Etikonomi, 20*(2), 239-258.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management, 26*(3), 463-488.
- Huan, N. Q., & Hong, T. T. T. (2021). Role of corporate social responsibility in sustainable energy development in emerging economy. *International journal of energy economics and policy, 11*(2), 172-186.
- Johnson, J. L., & O'Leary-Kelly, A. M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 24*(5), 627-647.
- Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of occupational and organizational psychology, 83*(4), 857-878.
- Joseph F. Hair, J., G. Tomas M. Hult, Christian M. Ringle, & Marko Sarstedt. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Second Edition ed.). | SAGE Publications, Inc.
- Kang, M., & Sung, M. (2019). To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship and employee job engagement. *Journal of Public Relations Research, 31*(5-6), 152-175.
- Lee, Y.-K., Lee, K. H., & Li, D.-x. (2012). The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees. *International Journal of Hospitality Management, 31*(3), 745-756.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*.
- Maignan, I., & Ferrell, O. (2001). Antecedents and benefits of corporate citizenship: An investigation of French businesses. *Journal of Business Research, 51*(1), 37-51.
- McWilliams, A., Siegel, D. S., & Wright, P. M. (2006). Corporate social responsibility: Strategic implications. *Journal of management studies, 43*(1), 1-18.
- Megheirkouni, M. (2020). Psychological contract, leadership, and job satisfaction: an empirical investigation into the non-profit sports sector. *Annals of Leisure Research, 25*((2)), 203-226. <https://doi.org/https://doi.org/10.1080/11745398.2020.1769488>
- Memon, K. R., Ghani, B., & Khalid, S. (2020). The relationship between corporate social responsibility and employee engagement: A social exchange perspective. *International Journal of Business Science & Applied Management (IJBSAM), 15*(1), 1-16.
- Memon, K. R., Zada, M., Ghani^o, B., Ullah, R., Azim^o, M. T., Mubarik^o, M. S., & Vega-Muñoz^o, A. (2021).

Linking Corporate Social Responsibility to Workplace Deviant Behaviors: Mediating Role of Job.

- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal*, 41(3), 351-357.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33-41.
- Ndjama, J. D. N. (2015). *EMPLOYEES' PERCEPTIONS OF CORPORATE SOCIAL RESPONSIBILITY AND THE RELATIONSHIP WITH ORGANISATIONAL COMMITMENT AND INTENTION TO STAY IN A TELECOMMUNICATIONS COMPANY*. Master Thesis of VAAL UNIVERSITY OF TECHNOLOGY.
- Ng, T. W., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover. *Personnel Psychology*, 72(1), 107-137.
- Orhan Can Yilmazdogan, C. S., Donus Cicek. (2015). The Effect of Corporate Social Responsibility (CSR) Perception on Tourism Students' Intention to Work in Sector. *Procedia Economics and Finance*, 23, 1340-1346. [https://doi.org/10.1016/S2212-5671\(15\)00321-4](https://doi.org/10.1016/S2212-5671(15)00321-4)
- Orlitzky, M. (2005). Payoffs to social and environmental performance. *Journal of Investing*, 14(3), 48.
- Schaefer, S. D., Terlutter, R., & Diehl, S. (2021). Talking about CSR matters: Employees' perception of and reaction to their company's CSR communication in four different CSR domains. In *Leveraged Marketing Communications* (pp. 186-207). Routledge.
- Virador, L. B., & Chen, L. F. . (2023). Does an (in) congruent corporate social responsibility strategy affect employees' turnover intention? A configurational analysis in an emerging country. *Business Ethics, the Environment & Responsibility*, 32(1), 57-73.
- Virador, L. B., & Chen, L. F. (2023). Does an (in) congruent corporate social responsibility strategy affect employees' turnover intention? A configurational analysis in an emerging country. *Business Ethics, the Environment & Responsibility*, 32(1), 57-73.
- Wang, W., Fu, Y., Qiu, H., Moore, J. H., & Wang, Z. (2017). Corporate social responsibility and employee outcomes: A moderated mediation model of organizational identification and moral identity. *Frontiers in Psychology*, 8, 1906.
- Wells, V. K., Manika, D., Gregory-Smith, D., Taheri, B., & McCowlen, C. (2015). Heritage tourism, CSR and the role of employee environmental behaviour. *Tourism Management*, 48, 399-413.
- You, C.-S., Huang, C.-C., Wang, H.-B., Liu, K.-N., Lin, C.-H., & Tseng, J.-S. (2013). The relationship between corporate social responsibility, job satisfaction and organizational commitment. *International Journal of Organizational Innovation*, 5(4).