Impacts of Corporate Social Responsibility on Employees Behavior in Telecom sector of Pakistan

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Abstract

Purpose – The increasing importance of Corporate Social Responsibility (CSR) stresses on organizations to start focusing on CSR activities. For this reason the present research find out the relationship between corporate social responsibility and employee's behavior i.e. organizational citizenship behavior and turnover intention in telecom sector of Pakistan in the twin cities of Islamabad and Rawalpindi.

Design/methodology/approach – This research is quantitative in nature. A survey has been conducted among 45 employees and managers of sales and service departments from telecom sector particularly from Mobilink, Ufone, Warid and Telenor as these four companies are holding 85-90 % market share of cellular market in Pakistan. Employees selected are having minimum academic qualification of graduation and have served for 2-10 years in the telecom sector. The companies are also very conscious for not to share their information due to highly completive nature of market. The research's hypotheses were tested using various statistical analyses.

Findings – Findings suggested that corporate social responsibility positively correlates with organizational citizenship behavior and negatively with turnover intention

Research limitations/implications – Since, this research focused only two dimensions of employee behavior, so other dimensions should also be considered for future researchers. Moreover this research study took place only in two Pakistani cities; therefore increasing the sample size in terms of number of cities, industries, departments and respondents could also provide more accurate and generalize results.

Practical implications – CSR activities help the companies to develop positive behavior in employees and reduce negative conduct/activities. Positive behavior improves employee performance which increase profitability and will lead to good reputation of the company as well whereas negative attitude /conduct increase firm liabilities.

Originality/value – The research paper addresses the impact of corporate social responsibility on employee's behavior in telecom sector of Pakistan especially in the twin cities of Islamabad and Rawalpindi.

Keywords: Corporate Social Responsibility, Employee Behavior, Organizational Citizenship Behavior, Turnover Intention, Telecom Sector Pakistan.

1. Introduction

In recent decades Corporate Social Responsibility (CSR) has gain considerable importance and many organizations started CSR activities to ensure environmental and social sustainability. CSR is obtaining significant success by giving respect to the people, honoring ethical values and protecting natural environment. Although there is an extensive awareness about the importance of corporate social responsibility but still there are some problems in successful implementation of CSR. CSR strategy can be implemented successfully only if the employees are willing to adopt change (Campbell, 2006). Corporations are using different human and natural resources from the environment for business operations and generate profits; they are responsible for the reduction of these resources and also cause a negative impact on natural environment. Therefore, businesses should not only focus on profit generation but also contribute to economic development and behave ethically for the improvement of society by doing CSR activities. Employees also feel elevated if they find their organizations involved in sharing their profits for the good of socities.

1.1 Background

In previous literature the corporate social responsibility concept has been largely discussed, but not any single definition of CSR has been found (Maignan and Ferrell 2004). According to Lawrence and Weber (2008), CSR

is defined as an organization should be responsible for any action it performs, that affects the people, the communities and the natural environment. Any harm to the people and society should be recognized and corrected if possible.

CSR is very important in developing and maintaining organizational trust (Vlachos, Theotokis, & Panagopoulos, 2010) as businesses are based on trust and establishing and maintaining trust with all stakeholders is not simple, it can be easily lost. For the long term business success, it is necessary for the organizations to focus not only on technological issues or customers wants or needs but also focus on the social, environmental and corporate governance's issues as well. In past few decades it has been observed that people would prefer and support that organization which focuses more on the welfare of stakeholders.

For sustainable organizational development, CSR gains considerable importance and become an effective and successful strategy adopted by all the types of small, medium and large organizations. Many organizations are involved in providing social, environmental and economical benefits to different local communities worldwide. This trend is also gain considerable importance in Pakistan. Several national and multinationals organizations in Pakistan are doing CSR activities with different government agencies and NGOS with the aim of improving labor standards in country; providing education to reduce illiteracy rate and providing basic health facilities specially in under developed areas of Pakistan. The telecom industry of Pakistan is also involved in adopting newer and different innovative ways to show their concern that they care for the welfare of society and humanity. Community protection and development concept is now is gain considerable importance in Pakistan. Most of Telecom companies in Pakistan are now working for the good or wellbeing of society by giving donation to schools and hospitals etc which is worthy and admirable. It seems like that they are in the favor of CSR activities and show their willingness to do work for the welfare of society.

This research study would focuses on two dimensions of employees' behavior i.e. a) organizational citizenship behavior and b) turnover intention. According to social identity theory, an employee of an organization take benefit from the firm's repute and identity by establishing, maintaining and enhancing his/her own identity (Dutton, Dukerich, & Harquail, 1994). Effective and long term social performance helps in developing personal positive self image for an employee. Therefore, organizations with long term, unique and effective social performance must ensure positive behavior in their employees by motivating them.

Organizational Citizenship Behaviors (OCB) is defined as a behavior of an employee that not only focuses on basic task related to work, but also focuses on adopting extra efforts which helps in promoting the effective and efficient business operations (Bateman and Organ, 1983). Turnover intention is define as a measurement of either the employees of an organization plans to leave their jobs or positions or the organization plans to fire or remove the employees from their respective jobs or positions. It may be a voluntary or involuntary intention.

1.2 The Research Problem

From previous researches it has been realized, that there is a need to study the impact of CSR on employees' behavior in Pakistan. Employees play an important and significant role in firm's CSR actions, so it is very important to study their behaviors toward CSR. Impact of CSR on different elements like employee performance, employee perceptions and employee commitment had been studied in details in previous researches in Pakistan and some studies related to consumer perception about CSR activities were also conducted (Ali et al., 2010). So it is recommended to study the impact of CSR on employee's behavior in Pakistan. There are different dimensions of behavior but in this present research study two dimensions of behavior will be discussed i.e. turnover intention and organization citizenship behavior (OCB).

1.2 The Research Question

This study explores following research question:

"What is the impact of corporate social responsibility on employees behavior in customers and sale department of telecom sector of Pakistan particularly in Islamabad and Rawalpindi?"

1.3. Rational of the Study

From previous some years Corporate Social Responsibilities (CSR) has given much more attention and many organizations started focusing on CSR activities. Many organizations in Pakistan are also conducting CSR activities for the welfare of stakeholder, and started investing in CSR programs for achieving high level of environmental, economic and social benefits. The relationship of Corporate Social Responsibility with performance and credibility of organization's employees is widely studied by many researchers but very few studies are conducted for analyzing the impact CSR on employee's behavior. This research study will be helpful in analyzing the impact of corporate social responsibility on employee's behavior in telecom sector of Pakistan; furthermore it also explains their relationship and the impact of corporate social responsibility on different forms of employee's behavior, both positive and negative.

1.4 Objective of the Study

The objective of this study is:

- To understand the relationship between the firm's corporate social responsibility actions and its

effects on employee's behavior i.e. employees' turnover intention and organizational citizenship behavior.

2. Literature Review

Corporate Social Responsibility (CSR) is in fact, an environmental and social awareness of a firm. It is a business commitment to contribute towards a sustainable economic development, work with employees, also with their families and local communities (WBCSD, 2001). Basically CSR meets the needs of large number of stakeholders (Clarkson, 1995).

From few last decades in CSRs history, any unique definition of CSR used for all the purposes has not been emerged (Rahman, 2011). Some definitions define CSR as an activity that engages corporations with society and it is a process by which an organization develops its social awareness and corporate culture (Rupp, Ganapathy, Aguleria, and Williams, 2006). Different CSRs definitions cover different dimensions like ethical practices, economic development, stakeholder's involvement, environmental protection, responsible behavior, accountability, moral obligations, corporate social responsibility and corporate responsiveness (Rahman, 2011). Corporate social responsibility is considered as an important issue in management (Humphreys and Brown 2008). In 1960, the focus of CSR shifted towards the relationship between society and corporation and in 1970 the researchers argued that CSR included well-being of all stakeholders. In 1990 the concepts of CSR further diverged to new dimensions such as business ethics theory, stakeholder theory, corporate citizenship and corporate social performance. The researchers of 21st century focused on the combination of both environmental and social concerns, development of economy, ethical and legal behavior, improving citizen's lifestyle, environment protection, human and labor rights, and reducing corruption (Rahman, 2011). It was a period of emergence of CSR industry, as large corporations started making CSR departments, and started hiring CSR managers and consultant (McBarnet, Voiculescu, and Campbell, 2009). Also investment tendency is increasing in those companies that practice CSR activities (Sleeper, Schneider, Weber, and Weber, 2006).

CSR activities aimed to force the corporations to develop strategies or reposition existing strategies that focuses more on environmental concerns and social benefits and not only profit maximization (Quaak, Aalbers, and Goedee, 2007). More than 80 percent of companies are addressing issue of CSR on their Web sites (Bhattacharya and Sen, 2004); and it is considered as one of the way for gaining firm's positive repute (Fombrun and Shanely, 1990) by involving in wide range of different economically, legally, ethically, morally and philanthropically responsibilities. Organizations are heavily invest in Corporate Social Responsibility (CSR) programs to generate capital and to protect intangible assets that are related to stakeholder such as trustworthiness, reputation etc (Godfrey, 2005).

Employees are the group of a prominent stakeholder and they received limited research attention in the CSR literature (Etzion, 2007; Peloza, 2009). Research tells that employee behaviors are heavily affected by fair and unfair actions of an organization (Cropanzano, Byrne, Bobocel, and Rupp, 2001). The organization is more attractive for employees if it focuses more on CSR activities (Greening and Turban, 2000). Managers of organizations should play an important role in developing a strong relationship between an organization and its employees, research evidence shows that those employees who are more emotionally involved with the organizations, should more likely to be stay within it, concentrate more on their work and speak always in a positively way about the organization (Vandenberghe and Bentein, 2009).

Strong relationship between employee and employer increases an affective commitment (Brammer, Millington, and Rayton, 2007). Involvement in CSR activities enhanced employees self image, satisfied their self expressive needs and also fulfill their need of a meaningful existence within a society (Rupp et al., 2006). According to Vlachos, Theotokis, and Panagopoulos (2010) CSR is also responsible in developing trust relationship with organization and create important employee behavioral intension (i.e. loyalty, positive word of mouth)

Corporate social responsibility also helps in developing and promoting organizational citizenship behaviors (OCBs) in employees, which is important for sustainability and existence of an organization. Organizational Citizenship Behavior is a distinct or a unique characteristic of an individual at workplace which promote the effective and efficient functioning of business operations (Organ, 1988).

CSR is a legal activity and it is important for OCBs. The perception of employees about the organizations legal activities largely affects the employee organizational citizenship behaviors (Dutton, Dukerich and Harquail, 1994). For example, when an employee observes that organization is doing unethical acts like releasing chemicals, speared water pollution just to save some money, then OCB is greatly effective and highly discourage, as employee perception about organizational ethical and socially responsible acts has an important and significant impact on employee's organizational citizenship behavior (Greening and Turban, 2000). Citizen of the society expected that the business operations should be performed in an efficient and effective way and they achieve their targets and goals within a legal way (Carroll, 1979). This helps in developing good OCBs, as employee feel proud for their identification related to a good repute organization (Peterson, 2004).

According to Turnipseed (2002), OCB is an ethical behavior of employee at workplace. Employee who feel that

their organization is engaged in activities of corporate social responsibilities and have more concentration for the welfare of the society, then they develop a positive effective behavior, and act in a positive way, which ensure an effective and positive relation between CSR activities and OCBs.

According to Riordan, Gatewood & Bill (1997) there is a negative relationship between employee's perceptions of organizations social and their turnover intentions. Turnover is defined as the "individual movement across the membership boundary of an organization" (Price, 2001: P.600) "Individual" means the employees of an organization and the concept of movement is a decision of leaving or staying in the organization. For turnover different researchers used other different labels like quite, exist, attrition, mobility, succession or migration (Morrell, Loan-Clarke, and Wilkinson, 2001).

The intension towards the employee turnover became a major issue for the management of an organization since for a long time Chen, Lin & Lien, 2010) and it is still a major problem faced by many organizations. Therefore, more attention has been paid towards turnover behavior of employees and the major factors responsible for that behavior (Richer, Blanchard and Vallerandi, 2002).

Because of higher turnover intension of employee and its great influence on business performance, many firms have taken serious steps towards it and they started investment in company's employees by providing them orientations and training, focus on their development and retention in organization (Ongori, 2007).

Organizations are now heavily do investment in CSR activities, as engaging in CSR activities make their employee to become loyal with organization, which result in decrease rate of turnover intention (Hansen et al., 2011).

Theoretical Framework

The purpose of the study is to find out the relationship between corporate social responsibility and employee's behavior i.e. turnover intention and Organizational citizenship behavior (OCB). In this study the employee's behavior is dependents on CSR, so the employee's behavior is dependant variable and CSR is independent variable.

2.1.1   Independent Variable

Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) refers to process by which an organization develops and expresses its corporate culture and social awareness. Generally CSR refers to environmental and social consciousness of the company.

2.2   Dependent Variables
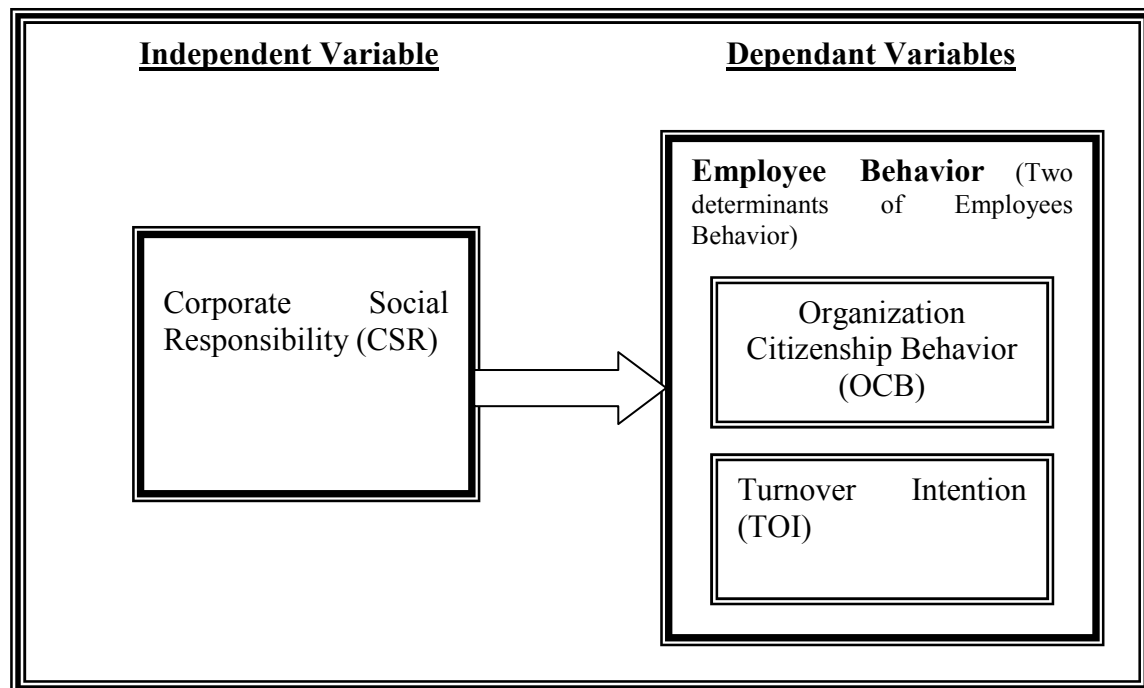
Employee Behavior

Many elements determine an individual's behavior in the workplace. Managers as well as employees have been shaped by their culture, and by the organization's culture. But here in this study we take into consideration only two elements of behavior those are Organization citizenship behavior and Turnover intention.

Organization Citizenship Behavior (OCB)

OCB represent individual behavior that is flexible, not clearly recognized by the formal reward system, and it promotes the effective functioning of the organization. Here we studied the impact of CSR on OCB of employees. Favorable treatment, generated by CSR practices, should be in the favor of OCB.

Turnover Intention

Turnover intention is a measurement of either the employees of an organization plan to leave their positions or the organization plans to remove employees from their positions. Here we study the impact of CSR on turnover intention of employees. Favorable treatment, generated by CSR practices, should negatively influence the turnover intention. The relationship of independent and dependent variables has been shown by following theoretical framework.

2.3 Hypothesis

H$_1$: Corporate social responsibility positively influences organizational citizenship behavior of employees.

H$_2$: Corporate social responsibility negatively influences the turnover intention.

3. Research Methodology

3.1 Research Design

Research method of questionnaire is used in the present research study keeping in view its nature and requirements. Particular focus of the study is to know and analyze the impact of corporate social responsibility on employees' behavior in customers and sale department of telecom sector of Pakistan in Islamabad and Rawalpindi. Research is quantitative in nature. Reason behind is that, quantitative research is more reliable, easy to measure and genuine as compared to qualitative research.

3.2 Population

Data has been collected from customers and sale department of telecom sector of Pakistan in Islamabad and Rawalpindi from following companies: Mobilink, Ufone, Warid and Telenor as they holding 80-90 % market share of cellular network in Pakistan and are relatively mature competitors for the last 9-10 years.

3.3 Sampling Technique

Data had been collected by convenient sampling technique on the bases of researchers convenience.

3.4 Sampling Size

Total of 80 questionnaires were distributed in four customers and sale departments of telecom sector of Pakistan in Islamabad and Rawalpindi and got back the response of 45 respondents. The sampling frame consists of employees and managers from their customers and sales departments with education of graduation and having 3 or more years of service with companies.

3.5 Research Instrument

In this study a 24 item questionnaire(Annex –A; attached at the end) is used that consist of Turkers (2009) CSR scale, Liu (2005) OCB scale and Home and Griffeth (1991) turnover intention scale in order to measure the impact of CSR on OCB and turnover intention. CSR consists of 12 items, OCB scale consists of 8 items and turnover scale consists of 4 items. The questionnaire for all the three variable has been adopted. For all the measures, participants were asked to respond to a five-point Likert-type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). In addition to these scales, a demographic form was also given to the participants.

3.6 Data Collection

All questionnaires were filled in the presence of the researcher so that the respondents do not feel any problem regarding the questions in the questionnaire. Data was gathered from twin cities of Pakistan: Rawalpindi, and Islamabad. Data had been analyzed using the software SPSS applying various tests.

4. Data Analysis and Interpretation

The data was entered into the SPSS data file and then various tests were run. Statistical methods used for the purpose of data analysis were descriptive statistics, frequency tests, reliability analysis, tests of normality and correlation analysis. In the end, the regression analysis test was run since this particular study was the measure of association so with the help of regression, the hypotheses were approved or disapproved.

The demographic analysis included the frequency tests which were conducted to describe the sample in terms of demography. Complete results and analysis of the research article will be sent after approval of the article is given by editorial board of your journal.

Table 1: Demographic Profile

	Options	Frequency	Percent	Mean	S.D
Gender	Male	30	66.7	0.6667	0.47673
	Female	15	33.3		
Age	20-25	14	31.1	1.9556	0.82450
	26-30	21	46.7		
	31-35	8	17.8		
	>36	2	4.4		
Education	Masters	22	48.9	2.4889	0.50553
	Bachelors	23	51.1		
Experience	1-5 yrs	33	73.3	1.2889	0.50553
	6-10 yrs	11	24.2		
	11-15	1	2.2		
Sample N= 45					

The results indicate that male: female ratio of respondents is 2:1. They were highly qualified and most of them were having 1-5 years of work experience in that organization. The reliability of data is shown in table 2.

Table 2: Reliability Statistics and Survey Construct

	Variables	No of Items	Alpha(α)
1	Corporate Social Responsibility	12	0.922
2	Organizational Commitment Behavior	8	0.628
3	Turnover Intention	4	0.731
	Cumulative alpha α	25	0.789

The reliability of whole instrument comes out to be 0.789 which is fairly good. The reliability of all variables is also good that is > 0.7. The correlation table is shown as follows:

Table 3:Correlation:

		CSR	OCB	TOI
CSR	PearsonCorrelation	1		
	Sig. (2-tailed)			
	N	45		
OCB	PearsonCorrelation	.543	1	
	Sig. (2-tailed)	.000		
	N	45	45	
TOI	PearsonCorrelation	-.496	-.477	1
	Sig. (2-tailed)	.001	.002	
	N	45	45	45

The values of correlation indicated that CSR and OCB were moderately correlated variables and p value is significant. In case of TOI, the relationship was negatively moderate. So, if CSR increases, TOI will decrease by 49%.

Regression Analysis:

Table 4:Regression between CSR and OCB

Model	R	R Square	Adjusted R Square	Sig. F Change	Sig of Model (p)
1	0.543	0.295	0.279	0.000	0.000

The table 4 shows that the value of R is greater than 0.5. The values of R are the values of the multiple correlation coefficients between the independent and the dependent variables. This value of R which is 0.543 provides a measure of how well OCB can be predicted from CSR scores. The value of R^2 is 0.295. It measures that how much of the variability in the outcome or result is accounted for by the independent variables.

The value of Adjusted R Square tells the exact impact of IV upon DV. That is, the 1 unit change in CSR can produce 27.9% change in OCB. The value of F is significant (smaller than 0.05), which shows that IV does a good job in explaining the variation in the OCB. All the values confirm the significant good fit of model. The table indicates that the model is significant as the p value is 0.000. This is very important to be significant as otherwise the regression test can't be run.

Table 4 (a):Hypothesis Test

Model	B	t	Sig value (p)
1 (constant)	16.356	8.158	0.000
CSR	0.223	4.241	0.000

In the above table, the 't' statistics helps in determining the relative importance of each variable in the model. The value of t statistics is above +2 i.e. 5.384 and significance value is .000<0.05, this shows the relative importance of Corporate social responsibility and constant is meant to be statistically significant.

The positive beta value for corporate social responsibility shows the positive relationship between corporate social responsibility (independent variable) and Organizational citizenship behavior (dependent variable). It indicates the strength of relationship between independent and dependent variables. As the p value is significant, so the first hypothesis is approved i.e.

H$_1$: Corporate social responsibility positively influences organizational citizenship behavior of employees.

The regression test was conducted for CSR and TOI also. The results of tests are as follows:

Table: 5 Regression between CSR and TOI

Model	R	R Square	Adjusted R Square	Sig. Change	F	Sig of Model (p)
1	0.496	0.246	0.228	0.001		0.001

Table: 5(a) Hypothesis Test

Model	B	t	Sig value (p)
1 (constant)	15.899	9.134	0.000
CSR	-0.171	-3.745	0.001

In the above table, the significance value is 0.001<0.05, this shows the relative importance of Corporate social responsibility and TOI is meant to be statistically significant. The negative beta value for corporate social responsibility shows the negative relationship between corporate social responsibility (independent variable) and turnover intention (dependent variable). So, the second hypothesis is also approved.

H$_2$: Corporate social responsibility negatively influences the turnover intention.

5.   Findings

This study focused on impact of corporate social responsibility (CSR) on employees' behaviors in telecom sector of Pakistan. Two dimensions of employee behavior i.e. organizational citizenship behavior (OCB) and turnover intention (TI) were taken in order to find out the impact of CSR on employee behavior. Two hypotheses were supposed in this study in order to find out the relationship between CSR and two dimensions of employee behavior i.e. OCB and TI. Both hypotheses were accepted, which were also supported by previous research studies.

Both dimensions of employee behavior (OCB and TI) had significant relationship with corporate social responsibility, which means that employee behaviors are affected by CSR activities. Companies should practice CSR activities in order to develop OCB and reduce Turnover intention in employees.

6.   Conclusion

Corporate social responsibility is a very important strategy for companies to ensure environmental sustainability. The telecom sector of Pakistan is performing CSR activities and adopting innovative ways to show that they care for the humanity. Employees play very important role in CSR. When a company has CSR initiatives, employees feel proud and they are more committed to the organization. CSR helps in developing positive behaviors and reducing negative behaviors in employees. This study showed positive relationship between CSR and organizational citizenship behavior and negative relationship between CSR and turnover intentions of employees. Companies should focus on CSR activities in order to develop positive behaviors and reduce negative behaviors in employees because when employees observe that their organization is socially responsible they feel respected and show positive behaviors. When the employees develop positive behaviors and reduce negative behaviors they become more committed to the organization, become more loyal and work to promote the operations of organization. With the help of positive behaviors employee performance will also improve and it will lead to

good reputation of the company.

7. Limitations and Future Recommendations

The present research is concerned with the study of corporate social responsibility and its impact on employee behavior in customers and sale departments of telecom sector of Pakistan in twin cities of Islamabad and Rawalpindi. This study focused on only two dimensions of employees' behavior. There is a need to study the impact of corporate social responsibility on other dimensions of employee behavior also. Moreover it has been only carried out in customers and sale departments of telecom sector of Pakistan in Islamabad and Rawalpindi hence cannot be generalized to all departments of cellular companies of Pakistan.

This study had a small sample size as getting more sample size out of managerial level respondents was not possible due to less number of employees hired /enrolled by telecom companies. Moreover, it was conducted in a short span of time which was available for the research article. The sample size can be increased in order to generalize the results. The present research was restricted to twin cities only i.e. Rawalpindi and Islamabad. There is a need to study the impact of corporate social responsibility on employee behavior in other cities of Pakistan as well.

This study targeted customers and sale department of telecom sector of Pakistan in Islamabad and Rawalpindi for only four companies of telecom sector of Pakistan i.e. Mobilink, Ufone, Warid and Telenor as these are major shares holder of cellular market in Pakistan. Other companies of telecom sector in other cities of Pakistan such as Zong and other wireless companies can also be taken into account for generalizing results to all departments of cellular companies in Pakistan.

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Annex - A

Research Questionnaire

Profile of the Respondent:

1. Name of company: _____   2.   Age: _____years

3. Gender: Male_____   Female_____   4. Position: Manager/other: _____ (**Optional**)

5. Number of years of experience in current organization: _____ years

6. Education Level: a. Intermediate_____   b. Graduation_____   C. Master/Above_____

Sr. No	Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
Corporate Social Responsibility by Firm/Company (Adopted from Liu, Yufan, "Investigating turnover intention among emergency communication specialists" (2005).)						
1	Our company provides a wide range of indirect benefits to improve the quality of employees' lives.	1	2	3	4	5
2	The employees in our company receive a reasonable salary to maintain an acceptable quality of life.	1	2	3	4	5
3	Our company policies provide a safe					

	and healthy working environment to all its employees.	1	2	3	4	5
4	Our company supports employees who want to acquire additional education.	1	2	3	4	5
5	There are sufficient numbers of opportunities to develop my skills in my current job.	1	2	3	4	5
6	Our company policies encourage the employees to develop their skills and careers.	1	2	3	4	5
7	Our company implements flexible policies to provide a good work & life balance for its employees.	1	2	3	4	5
8	The management of our company is primarily concerned with employees' needs and wants.	1	2	3	4	5
9	The managerial decisions related with the employees are usually fair.	1	2	3	4	5
10	I believe that our company provides equal opportunities to all its employees.	1	2	3	4	5
12	Our company encourages its employees to participate voluntarily in social activities.	1	2	3	4	5
13	Our company emphasizes the importance of its social responsibilities to the society	1	2	3	4	5
Organizational Citizenship Behavior by Employee (OCB) (Adopted Liu, Yufan, "Investigating turnover intention among emergency communication specialists" (2005))						
1	I willingly offer to help others by teaching them necessary knowledge or skills	1	2	3	4	5
2	I try to avoid creating problems for co-workers.	1	2	3	4	5
		1	2	3	4	5
3	I go out of my way to cheer others on in times of adversity.	1	2	3	4	5
4	I do not take extra breaks.	1	2	3	4	5
5	I take steps to try to prevent problems with other employees.	1	2	3	4	5
6	I go out of my way to help others to overcome setbacks	1	2	3	4	5
7	I always focus on what's wrong, rather than the positive side	1	2	3	4	5
8	I am mindful of how my behavior affects other people's jobs.	1	2	3	4	5
Employees Turnover Behavior(Adapted from hom and griffeth 1991)						
1	During the next six months, I intend to search for another full-time job.	1	2	3	4	5
2	I intend to leave this division during the next six months.	1	2	3	4	5
3	I regularly think of quitting my job.	1	2	3	4	5
4	Thoughts of quitting seldom cross my mind.	1	2	3	4	5

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