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Effective Corporate Social Responsibility Strategies for Catalyzing Employees' Satisfaction in the Retail Industry to Reduce Turnover

Alberto Madureira Poxes Jr.
Walden University

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Walden University

College of Management and Human Potential

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Alberto Madureira Poxes, Jr.

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the review committee have been made.

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Walden University
2025

Abstract

Effective Corporate Social Responsibility Strategies for Catalyzing Employees'

Satisfaction in the Retail Industry to Reduce Turnover

by

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MS, University of Southern Mississippi, 2000

BS, African Bible College, 1996

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2025

Abstract

A lack of effective corporate social responsibility (CSR) strategies among corporate leaders can contribute negatively to their efforts to catalyze employees' satisfaction to reduce turnover. Corporate leaders can help their organization by adopting CSR strategies to increase employees' satisfaction to reduce turnover. Based on the transformational leadership theory, the purpose of this qualitative case study was to explore effective CSR strategies retail leaders use to catalyze employees' satisfaction to reduce turnover. Based on the functional areas of leadership, the participants selected for this study were eight first- and second-level managers in the sports retail industry in the Midwest United States who successfully implemented effective CSR strategies to catalyze employees' satisfaction to reduce turnover. Data were collected using semistructured interviews with participants virtually and a focus group of four participants in person. During the thematic analysis, four themes emerged: (a) communication, (b) good work environment, (c) compensation, and (d) personal relationships. The main recommendation was for corporate leaders to emphasize communication and personal relationships with employees to foster employees' wellbeing and commitment in the organization to boost performance. The implications for positive social change include the potential for corporate leaders to foster more effective and empathetic leadership, thereby improving both the work environment for the retail sport industry professionals and the quality of care provided to benefit employees and the local community workforce. The social change will help leaders to shape excellent working conditions, better wages, and safe working conditions.

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Dedication

I want to dedicate this study to my wife, Tiffany, and my children, Alberto III, Monalisa, Leonardo, Francisca, Fernando, Frederico, Nicolas, Eduardo, and Colby. When I undertook this journey in the doctoral study you were there to keep me focused in the process. During the challenging times you always pushed me to move positively, by encouraging me when I had no strength to continue, and for loving me through my swinging moods. Thank you for providing me with inspiration to think analytically and critically outside of my surroundings. I truly love you dear.

To my children, thank you for being so understanding and for allowing me to be absent on a few occasions as I pursued my research for my doctoral study. I pray to God to continue blessing you immensely. I love you more than words can express. I surely hope that my journey will improve your perception and desire to shoot for the stars to learn and grow in your knowledge to better yourselves.

To my parents, Maria Augusto Ferrao and Alberto Madureira Poxes, thank you for instilling in me all the values that enabled me to pursue higher goals in life. Thank you for showing me the importance of education and for pushing me to always do the best I can to accomplish my goals. You were there at every stage of my life and I know your efforts I cannot repay you, but I hope to pass all the values you instilled in me to my children. I love you both so much and I pray that God continues protecting you in heaven.

To my former coach and college professor, the late Dr. Paul Chinchén who inspired me to follow my dreams. Thank you for being my biggest fan. Even though you

are not here physically you are not forgotten. I dedicate this study to you. May the Lord continue protecting you in your heavenly mansion. Thank you very beautiful.

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Section 1: Foundation of the Study

One of the most important concerns corporate leaders have is the reduction of employees' turnover by creating a conducive environment to satisfy employees and increase performance. Based on this premise, the main objective in this study was to explore effective corporate social responsibility (CSR) strategies to catalyze employees' satisfaction in the retail industry to reduce turnover. According to Varma (2020), corporate leaders could act as the creators of a positive environment to satisfy employees, which might enhance corporate performance and productivity to reduce turnover. Faced with this predicament, corporate leaders look to improve different aspects of the organization that include organizational culture that might contribute to employees' satisfaction to reduce turnover (Xu et al., 2021). To satisfy employees, corporate leaders could explore other strategies that might catalyze employees' satisfaction to reduce turnover.

Based on the many strategies that might contribute to employees' satisfaction, the goal of this study was to explore the effectiveness of CSR strategies that might help to catalyze employees' satisfaction to reduce turnover. CSR strategies could be used as tools to determine additional positive outcomes within the organization that may include employees' satisfaction, corporate reputation, and reduction of turnover (Boukattaya et al., 2021). The outcome of the current study might explain how CSR strategies might affect the behavior to shape employees' satisfaction to reduce turnover.

Background of the Problem

Using a single case study design, I sought to explore effective CSR strategies to help corporate leaders catalyze employees' satisfaction to reduce turnover in corporations in the retail industry in the Midwest United States. Corporate leaders continue to look for new approaches to

help galvanize employees' satisfaction and performance in the workplace. The lack of effective strategies from these leaders to accomplish the goal of reducing turnover might impact on the overall operation in the corporation. One of the strategies that could help corporate leaders to solve the problem of turnover was to adopt the concept of CSR strategies to help galvanize employees' satisfaction to reduce turnovers and benefit corporations in the projection of their business values (Hertelendy et al., 2021). The level of employees' turnover could be linked to how corporate leaders transform and adapt to constant changes in the business world. Therefore, the intention of the current study was to explore effective ways in which CSR strategies might help reduce turnover in organizations.

The lack of effective CSR strategies by corporate leaders may hamper their efforts to catalyze employees' satisfaction to reduce turnover (Kim & Kim, 2020). The main concern corporate leaders have in the retail industry is the reduction of turnover of employees to meet their production goals (Chandra & Chandrashekar, 2021). Based on the outcomes of employees' turnover, corporate leaders could explore more effective strategies to mitigate the situation to maintain satisfied workforce (Aburumman et al., 2020). The satisfaction level of employees depends on the organizational culture and the actions corporate leaders take to bring positive outcomes by the employees (Virgiawan et al., 2021).

Organizational culture played a significant role in employees' satisfaction, which also impacted employees' commitment and job performance for the success of the corporation (Triyanto et al., 2022; Virgiawan et al., 2021). Studies indicated that organizational culture morphed into five important elements that determine the way employees view the corporation: (a) core values, (b) leadership, (c) relationships, (d) authenticity, and (e) satisfaction (Faeq & Ismael, 2022; Hakro et al., 2021; Triyanto et al., 2022). The improvement of organizational

culture depended largely on leadership style, which could affect recruiting, employee retention, morale, performance, future growth, and reputation of the corporation positively (Singh & Misra, 2021).

The leadership style that could help corporate leaders to foster the motivation of employees to achieve their performance at a higher level was transformational leadership (Berkovich & Eyal, 2021). This aspect of transformational leadership was important for the current study because transformational leadership could help in determining whether CSR strategies might catalyze employees' satisfaction to reduce turnover. According to Khan et al. (2021), some factors of this leadership style helped bring some positive outcomes in the use of CSR strategies. The justification for this choice for this study was to explore transformational leadership factors that might help corporate leaders catalyze employees' satisfaction to reduce turnover. Based on that premise, the study explored how this leadership style could help corporate leaders to identify effective strategies to enhance the value of collaborative participation to spur employees' satisfaction and reduce turnover (Ahmed et al., 2021).

Problem and Purpose

The specific business problem was that some retail leaders lacked effective CSR strategies to improve the level of satisfaction of employees to reduce turnover. Corporate leaders, due to factors including globalization, pressure to increase production, profitability, and long work schedules for high volume production, overlooked the level of employees' performance, morale of the employees, and the satisfaction level that contributed to employees' turnover (Kim & Kim, 2020). The purpose of the current qualitative case study was to identify and explore effective CSR strategies retail leaders used to catalyze retail employees' satisfaction in the

Midwest United States to reduce turnover. The targeted population of this study included managers of retail sports companies in the Midwest United States.

Population and Sampling

The specific population for this study was leaders with the job title of first- or second-level manager, from departments of retail sport companies located in the Midwest United States. First-level managers are individuals in managerial roles responsible for the daily supervision of nonmanagerial employees who report to these individuals (Kinicki & Williams, 2020). According to Griffin (2022), second-level managers are individuals who work with top managers and first-level managers to help nonmanagerial employees achieve their goals to boost the organization's productivity by (a) setting goals and vision for the organization, (b) ensuring that managers and employees communicate with each other, and (c) providing leadership for others in the organization.

According to Gill (2020), there are four types of sampling methods including (a) purposive sampling, (b) convenience sampling, (c) snowball sampling, and (d) theoretical sampling. The sampling method used for the current study was purposive sampling because this method provided more targeted and specific samples to help me answer the research question, with a sample size of eight managers for interviews and one focus group with four managers. The sample data were collected through semistructured interviews, and one focus group with four managers within the organizations. In this study there were eight participants interviewed. The criteria for the selection of participants for this study based on the functional areas of retail sport management were (a) they were first- and second-level managers, (b) they were in the organization for at least 3 to 5 years, and (c) they possessed the ability to perform various tasks

to accomplish the demands of their jobs, such as planning, organizing, leading, and evaluating employees.

Nature of the Study

The three methods considered for this study were qualitative, quantitative, and mixed methods. According to Barrett and Twycross (2018), qualitative research involves collecting and analyzing non-numerical data to understand concepts, opinions, or experience, while quantitative research involves the collection and analysis of numerical data for statistical analysis. The advantages of qualitative research are as follows: (a) flexibility, (b) natural settings, (c) meaningful insights, and (d) generation of new ideas (Barrett & Twycross, 2018). According to Busetto et al. (2020), flexibility means data analysis can be adapted as new ideas emerge in a natural setting, the data collection can happen in real-world settings, meaningful insights such as feelings and perceptions can be described, and the generation of ideas can enable the researcher to uncover new problems with open-ended responses. Based on this premise, the qualitative method with a case study design was the appropriate choice for the current study.

There are five designs commonly used in qualitative research: (a) bibliographical, (b) phenomenological, (c) grounded theory, (d) ethnography, and (e) case study (Tomaszewski et al., 2020). For the current study, the case study design was chosen because, unlike other designs, the case study design provided a means of analyzing people, events, and relationships connected by common factors that helped to answer the research question. This design was appropriate for the current study because the qualitative method was appropriate to understand phenomena based on the interpretation of participants' explanations and observing their behaviors in their natural surroundings. The qualitative case study design allowed me to answer the research questions by means of data collection and analysis (see Saunders et al., 2015). Furthermore, a case

study design included the analysis of a particular and complex case to enable a better understanding of its activities and situations.

According to Yin (2018), case studies are the choice when (a) the researcher wants to focus on the how and why; (b) the behavior is to be observed, not manipulated, (c) the researcher wants to further understand a given phenomenon, and (d) the boundaries between the content and phenomena are not clear. The data collection in the current study included semistructured interviews and focus groups using audio/videotaping such as Zoom. A case study design helps the researcher to investigate an individual, group, institution, or event (Yin, 2018). For the current study, a single case study design included eight participants to collect data and provide obtain findings to answer the research question. The justification for this qualitative approach was that I was the primary instrument of data collection. Textual data in the form of interview transcripts and field notes were used for data analysis.

Research Question

What effective CSR strategies do successful retail organizational leaders use to catalyze employees' satisfaction to reduce turnover?

Interview Questions

1. How do you define corporate social responsibility (CSR)?
2. What effective strategies do you engage in to reinforce the perception of effective CSR strategies practices?
3. How do you apply CSR strategies in your corporations to catalyze employees' satisfaction?
4. When you have unhappy employees within your corporation, how do you address the issue?

5. What responsibilities do you have to maintain a good environment within your corporation?
6. What are the challenges you face within your corporation to maintain employees' satisfaction?
7. What incentives do you provide for the employees to increase their performance levels?
8. How do you engage with your employees during their work shift?
9. What strategies do you use to reduce turnover within your organization?
10. What else do you feel I should know about other effective strategies used by your company to help employees' satisfaction to reduce turnover?

Conceptual Framework

The theory that grounded this study was the transformational leadership theory created by Bass and Riggio in 2009. Transformational leadership theory involves how leaders inspire, intellectually stimulate, and individually encourage employees to achieve their goals (Putri et al., 2020). Additionally, transformational leadership theory clarifies the nature and the impact leaders exert in the group to advance organizational culture characterized by sharing of positive norms and values with every member of the organization (Khan et al., 2021). The logical connection between the chosen theory and the nature of the study included the fact that transformational leaders employ practices to improve employees' well-being within the corporation (Berkovich & Eyal, 2021). Within the context of CSR, the four levels of CSR (economic, legal, ethical, and philanthropic) help create a conducive work environment that promotes employees' satisfaction (Soleimani et al., 2021), because transformational leaders possess the ability to catalyze followers to engage in the right actions to accomplish their common goals (Berkovich & Eyal, 2021). Transformational leadership enabled me to identify

and explore effective strategies corporate leaders used to develop and implement effective CSR strategies to catalyze retail industry employees' satisfaction to reduce employees' turnover.

Operational Definitions

Corporate social responsibility (CSR): A combination of a corporation's social, environmental, ethical, and philanthropic responsibilities towards society regarding its strategic operations in relation to the stakeholders (Alizadeh, 2022). Based on the four levels of CSR which include legal, economic, ethical, and philanthropic, CSR might help provide a conducive work environment that will promote employees' satisfaction (Soleimani et al., 2021).

Corporation reputation: The impression that a significant number of people have about the business; that is, the company's past actions and future predictions are the factors that govern the corporation's reputation (Singh & Misra, 2021). An organization's reputation is one of the many factors that might influence employees' satisfaction in the workforce (Ford & Gilson, 2021).

Employees' turnover: The determination of the number of employees who voluntarily or involuntarily leave the corporation within a period of time (Michael & Fotiadis, 2022).

Organizational culture: The ability organizations have to solve internal and external problems that are consistent in the organization (Triyanto et al., 2022).

Organizational performance: The process in which an organization successfully completes its daily tasks within a set of objectives (Macassa et al., 2020).

Organizational transparency: The ability corporations have to be engaged in openness, communication, and accountability in the organization (Hopkins et al., 2021).

Transformational leadership: The process in which leaders motivate employees to achieve their goals and embrace a relationship with employees (Berkovich & Eyal, 2021).

Assumptions, Limitations, and Delimitations

During the current study, there were boundaries that appeared in the study. The boundaries were the realization of the challenges faced in the study of how the participants truthfully responded to the questions, the access of participants in the study, and the instrument used in data collection (see Theofinidis & Foutouk, 2019). Based on these boundaries, there were limitations that were out of my control. The limitations, delimitations, and assumptions included the study setting, population sample, data collection and analysis, the results, and conclusion of the study.

Assumptions

Assumptions are the beliefs of a researcher to attempt to find the relationship between two variables exist or can be assumed to exist (Adosi, 2020). Assumptions are things that might be viewed as true (Theofinidis & Fountouk, 2019). Based on this premise, the assumptions for the current study are presented as follows: (a) participants answering the interview questions truthfully, (b) assuming that the results of the study could be obtained through individual interpretation of the data, and (c) assuming that the study was an important component to understand the phenomenon being studied.

Limitations

Limitations of a research study might be considered as potential weaknesses of the study that might be outside of the researcher's control in the shape of limited funding, the choice of research design, and other factors affecting the study (Adosi, 2020). The limitations of this research study may come because of the research design, accessibility to the participants, data collection, and data analysis methodology. Limitations are also the qualities of the study design that may have affected the interpretation of the results from the research study (see Cutler, 2020).

The limitations for the current study were: (a) access to the participants due to geographical location, and (b) the presence of the researcher during data collection that may have affected the participants' response.

Delimitations

Delimitations may be considered as the boundaries that the researcher sets to the research study which fall completely under the researcher's control (Busetto et al., 2020). Examples of delimitations might include: (a) the objective of the study, (b) research questions, (c) the conceptual framework of the study chosen, and (d) the participants chosen for the study (Theofanidis & Fountouk, 2018). For the current study the delimitations were: (a) the choice of the participants in the study, (b) the research objectives and (c) the research question that guides the study.

Significance of the Study

The research study findings could be significant because of the potential to fill the knowledge gap related to effective CSR strategies for catalyzing employees' satisfaction with their organizations to reduce turnover. The implications for social change include the potential for corporations and U.S. governmental entities to improve employees' satisfaction by providing a good working environment in their organizations based on the four different levels of CSR in the shape of economic, legal, ethical, and philanthropic factors (Soilemani et al., 2021). These four levels of CSR could help organizations provide a safe working environment and better wages for benefiting families and their communities (Aburumman et al., 2020). The four levels of CSR may provide incentives such as safe working environment and better wages among other factors that might catalyze employees' satisfaction (Soilemani et al., 2021).

Contribution to Business Practice

This research study could make a major contribution in the literature related to CSR strategies that could help corporate leaders to catalyze employees' satisfaction to reduce turnover (Balwant, 2021). Additionally, the significance of this study could fill the gap on knowledge of existing literature related to CSR strategies that impacts employees' satisfaction in the workplace to reduce turnover (Martinez et al., 2021). Furthermore, the possibility of application to business practice could entail the use of CSR strategies by corporations, U.S. governmental entities and other organizations to help improve employees' satisfaction as they create conducive working environment with safe working conditions, better wages, and better sustainable approach in the business world to reduce turnover and increase performance (Macassa et al., 2020). Based on the concept of CSR strategies used by corporations that entail conducive work environment, there could be a possible connection between high levels of satisfaction and working environment that could help in the reduction of turnover and increased performance.

Implications for Social Change

The possible benefits of CSR strategies included in this research study might have significant implications for social change which could help corporate leaders, and other business entities to embrace healthy aspects of human rights, in the shape of excellent working conditions, safe working conditions, better wages, and improvement of human capital (Hertelendy et al., 2021). CSR strategies might help corporate leaders adopt policies to lead to better levels of societal development that could continue to improve organizational reputation (Benitez et al., 2020). Organizational reputation is one of the factors that might influence employees' satisfaction in the workforce in the organization (Ford & Gilson, 2021) as part of social change.

Business practice change improvement might improve employees' satisfaction and increase business profitability (see Balwant, 2021).

A Review of the Professional and Academic Literature

The scope of this study was to explore the understanding of effective CSR strategies to help corporate leaders catalyze employees' satisfaction to reduce turnover. The study used the conceptual framework of transformational leadership theory in which the phenomenon was explored through a leadership perspective (Berkovich & Eval, 2021). The scope of this research study permeated the understanding of the working definition of CSR and its implications on the workplace. The working definition of CSR was a combination of corporation's social, environmental, ethical, and philanthropic responsibilities towards society about its strategic operations in relation to the stakeholders (Alizadeh, 2022). The four levels of CSR included legal, environmental, economic, and philanthropic that provided incentives such as safer working conditions and good wages that might catalyze employees' satisfaction in the organization (Soleimani et al., 2021).

In this research study, the literature review included the exploration of effective CSR strategies to help corporate leaders catalyze employees' satisfaction to reduce turnover. Conversely, the extensive literature review included research studies related to CSR, organizational culture, and transformational leadership to identify effective strategies corporate leaders could implement to catalyze employees' satisfaction to reduce turnover. Employees' satisfaction depends largely on factors such as leadership style, organizational transparency and organizational culture (Triyanto et al., 2022). Consequently, the study of CSR might be connected with the aforementioned factors that helped in understanding how corporate leaders

improve the work environment beyond the employees' satisfaction to reduce turnover (Diamastuti et al., 2021).

Impact of Leadership Style: Transformational Leadership

The interaction corporate leaders have with employees may determine the success of organizations. Despite the many different styles of leadership that might be applicable, these styles might be suitable for different situations. According to Jamali et al. (2022), among the different leadership styles they identified, transformational leadership was the best suited for the promotion of employees by giving them more challenging work, autonomy, mutual trust, creativity, and collaboration, which provide high level of engagement that catalyzes employees' satisfaction in the organization. Conversely, transformational leadership process emphasizes the leaders' engagement with employees to accomplish their goals while creating a relationship with employees (Gatino et al., 2020). This aspect of transformational leadership could be useful to determine whether CSR strategies could help catalyze employees' satisfaction to reduce turnover. Khan et al. (2021) asserted that some factors in leadership style, in particular transformational leadership, helped bring some positive outcomes in the use of CSR strategies regarding employee engagement and their satisfaction. The justification for this choice of theory is to explore the factors in transformational leadership that might provide a compatible result in the CSR strategies catalyzing employees' satisfaction to reduce turnover (Diamastuti et al., 2021).

Transformational leadership tends to allow increased stability in the workplace by motivating employees to remain on the job without fear of any repercussion for their mistakes (Shafi et al., 2020). Thus, transformational leadership may play an important role in the organizational culture to improve the organization atmosphere for the implantation of effective corporate CSR strategies to catalyze employees' satisfaction to reduce turnover (Idris et al.,

2022). Consequently, transformational leadership tends to thrive when they engage in the process of transparency, which would help them gain trust from the employees within the organization and improve behavior in a manner that will improve performance in the organization (Purwanto, 2021). The preceding factors might help in the perception of how CSR strategies might affect behavior in the shape of employees' satisfaction (Latif et al., 2022)

Regarding employees' behavior, the positive aspect of transformational leadership often motivates employees to remain on the job because the leaders and employees are more engaged in the workplace (Triyanto et al., 2022). Alshihabat and Atan (2020) found that transformational leadership had a direct impact on employees' behavior which had direct impact on CSR strategies in outcomes within corporations. The outcomes may come about by the way in which information might be used within the corporations and how leaders communicate with employees. Consequently, leadership style and business information have positive impacts on CSR practice in the corporation (Akintude et al., 2021). Thus, transformational leadership might be responsible to foster an environment where employees might be motivated to pursue a high level of performance. Conversely, corporate leaders stand better chances of implementing effective CSR strategies to catalyze employees' satisfaction to reduce turnover (Sanchez et al., 2020). Additionally, Sanchez et al. (2020) concluded that transformational leadership was very effective for other outcomes within the corporation related to the environment that will help catalyze employees' satisfaction to reduce turnover. Thus, transformational leadership might help improve the organizational culture and motivation which might be factors that would help foster the connection between CSR strategies and the level of employees' satisfaction to reduce turnover (Virgiawan et al., 2021). Based on the factors identified in transformational leadership,

the information might provide some compatibility with CSR strategies to help corporate leaders catalyze employees' satisfaction.

Transformational leadership has an increased impact on organizational culture because corporate leaders could use different strategies to prepare their employees for major changes within the organization without a negative reaction (Ihsan et al., 2021). The changes with organizations might come due to changes to the business environment. Putri et al. (2020) asserted that transformational leadership had a significant impact on organizational culture to help employees' adjustment to the changes within the corporation that would spur innovation within the organization. Conversely, innovation takes hold because of transformational leadership and organizational climate on work performance which could help employees in their psychological responses to organizational changes (Suprapti et al., 2020). The justification for the use of this theory of transformational leadership might compel the research to explore more on the role of transformational leadership on CSR that could possibly disclose some factors that might help corporate leaders use CSR strategies to catalyze employees' satisfaction to reduce turnover (Diamastuti et al., 2021).

The psychological responses employees have within the organization is attributed to different factors ranging from the environment to the organizational change. Seppala et al. (2020) contended that employees might be affected or not by organizational change in the way that protected their own well-being, motivation, and work engagement. Additionally, Seppala et al. suggested that the behavior of employees toward organizational change could affect their psychological make-up within the organization if the corporate leaders implemented CSR initiatives. Conversely, transformational leaders could help in the promotion of behaviors that are conducive to organizational motivation of employees to provide high performance (Steffens et

al., 2021). There might be different factors in the transformational leadership theory worth considering adding to the list of different variants that could strengthen the argument of the role of transformational leadership on CSR strategies to help corporate leaders employees' satisfaction (Benitez et al., 2020).

Transformational leadership affects employees' behavior based on the work environment. There are four key components in the work environment premise: (a) a transformational leadership style can effectively promote employees' behavior, (b) leaders' vision motivation directly inspire employees' behavior, (c) both leaders' individualized consideration and moral model promote employees' behavior indirectly through psychological ownership, and (d) leadership charm does influence on employees' behavior (Alshamsi et al., 2020). In conclusion, transformational leadership could affect various aspects of organizational performance and organizational culture which might possibly be very critical in determining how corporate leaders could help in the implementation of effective CSR strategies to catalyze employees' satisfaction to reduce turnover. Thus, the shared values between organizational performance and organizational culture in conjunction with transformational leadership factors might provide a good reason to justify the argument about the role of transformational leadership on CSR strategies to catalyze employees' satisfaction to reduce turnover (Ali et al., 2021).

CSR strategies implementation may vary from region-to-region due to the drivers and barriers (Alizadeh, 2022). Drivers influencing CSR strategies could be leadership style, profitability, reputation, moral commitment, and environmental conservation that might be similar in some regions and different in others. Meanwhile, the barriers may come in the shape of religious beliefs and low ownership that may be the same in some regions and different in other regions (Alizadeh, 2022). Because of the gap in CSR literature and more studies being carried

out in depth such as, corporate leadership can increase the understanding of CSR strategies and its mediates on the impact of employees' satisfaction to reduce turnover and possibly improve corporate reputation.

Corporations might be compelled to prioritize the concepts of CSR strategies to benefit the corporations' financial health and improvement of working environment. CSR strategies could benefit corporations by improving financial performance as well as improving working environment for employees (Hertelendy et al., 2021). Based on different approaches and results of studies, corporations could take actions by possibly adopting CSR strategies to better heights of societal development and value for business (Macassa et al., 2020). The justification for continued research stems from the benefits CSR strategies might help corporate leaders embrace policies that could catalyze employees' satisfaction to reduce turnover.

Organizational leadership plays a vital role in the performance of the organization. When leaders adapt to the internal and external environment changes, they can significantly influence organizational performance (Singh & Misra, 2021). Organizational culture and leadership styles might affect the operation of the organization. Employees tend to embrace the leadership style that might encourage them to reach their potential without fearing any negative feedback and punishment (Jamali et al., 2022). The leader style that promotes employees' performance in the workplace is the transformational leadership because the leaders allow for more autonomy for the employees, mutual trust, creativity, and collaboration to enhance performance (Jamali et al., 2022). According to Ihsan et al. (2021), transformational leadership might exert positive influence in the improvement of organizational culture where employees enjoy a sense of comfort in the workplace, which allows them to be innovative. The sense of comfort could help

change their behavior to the level of satisfaction that might be associated with CSR strategies (Lins et al., 2019).

Constant changes in the business environment might compel transformational leadership to adapt as they deal with a complexity of issues that could help organizational survival (Putri et al., 2020). Consequently, transformational leadership could be more inclined to adopt the CSR strategies that could positively contribute to the organization's employees' satisfaction (Zhao, 2021). Employees' satisfaction is contingent upon the effect of social trust and CSR (Javed et al., 2021). When employees are satisfied with their working conditions, there might be an intense sense among them of belonging and a high rate of engagement (Malihah et al., 2022). Suprapti et al. (2020) suggested that transformational leadership and organizational culture affected work performance of employees through innovation. The better the working climate in the organization the more employees might associate themselves with the organization to impact the performance and the reputation of the organization (Lu et al., 2020).

The issue of CSR could be viewed from a full context of (a) organizational culture, (b) organizational behavior and transparency, (c) the role of transformational leadership, and (d) business ethics, to understand its implication in any business (Khan et al. 2021). CSR strategies could contribute in the economic health, social, and environmental performance (Macassa et al., 2020). However, to fully understand the impact of CSR strategies on the employees' satisfaction and corporation's reputation might be explored. The study addresses the concept of how CSR strategies might contribute to corporation's employees' satisfaction to reduce turnover and improve the corporation reputation (Macassa et al., 2020).

The Effect of Transformational Leadership on Organizational Culture

Transformational leadership affects organizations in many different ways. Corporate leaders face challenges that stem from the way they influence organizational behavior, organizational change, organizational diversity, and organizational culture. Leaders who embraced transformational leadership style might show different traits, such as knowledge, skill, experience, and trust that will help in a changing environment to elevate performance (Triyanto et al., 2020). The increased impact transformational leadership might have could be on organizational culture, which might be a catalyzing agent for motivation of employees to improve performance (Wobodo et al., 2020). The factor of motivation in organization culture might help corporate leaders in the implementation of effective CSR strategies to catalyze employees' satisfaction (Virgiawan et al., 2021). The concept could be important for the researcher to make connections between transformational leaders' approach and organizational culture in relation to CSR strategies to catalyze employees' satisfaction warranting additional research (Ali et al., 2021).

When discussion about organizational culture arises there might be a need to explain what might entail for a better understanding of the general discussion. Organizational culture is a group of guidelines and expectations developed by organizations to inform employees within an organization of the actions all members might embrace for the success of the business (Nderitu et al., 2021). The set of guidelines and expectations might allow leaders to bring a vision whereby they could ask questions and demand situations and being able to provide feedback to help employees adapt to the challenging situations (Malihah et al., 2022). Conversely, transformational leadership might possess the ability to elevate the employees' self-confidence to achieve their goals, the power to change behaviors of employees, and to provide safer workplace

environment for employees to thrive (Srisathan et al., 2020). Thus, organizational culture might allow corporate leaders to open innovation performance with the focused context of organizational sustainability and a very positive effect for the organization's financial outlook (Sun & Li, 2021). Once the understanding of the concept provides a window of the situation, there could be more factors that might extend to the connection of CSR strategies with organizational culture that might help the employees' performance and heighten level of satisfaction within the organization (Boukattaya et al., 2021). The justification for further research compels the researcher to explore different factors within organizational culture that might provide an argument of how organizational culture could affect CSR strategies.

The overall goal of corporate leader is to provide a culture within the organization conducive to safe workplace, which in turn will translate into greater organizational sustainability. The primary challenge corporate leaders might face to maintain sustainability might be the ability to motivate employees to perform and help the survival of the organization (Virgiawan et al., 2021). Consequently, transformational leaders who possess the experience of encouraging others to adapt to the changes might foresee the future trends in the business world and make appropriate decisions based on the fostered culture to motivate performance (Mulyana et al., 2021). The application for this aspect of transformational leadership of creating a conducive environment could help the implementation of effective CSR strategies could help leaders to catalyze employees' satisfaction to reduce turnover.

Organizational culture has a positive effect on employees' performance, and consequently organizational culture could be used as a catalyst for high performance in organizations (Khan et al., 2021). The justification for this approach might be related to the connection between organizational culture and sustainability, which might motivate performance

(Mulyana et al., 2021). Consequently, based on the concept of high sustainability and high performance there could be the provision of high levels of satisfaction because of the conducive working environment for possible implementation of CSR strategies (Macassa et al. 2020) supporting the need for additional research.

Organizational culture might be assumed to be an environment in which positive norms and values favorable to every employee in the organization are shared. Consequently, the process of norms and value share might generate employees' satisfaction with different sides of the organization, the organizational culture that might be positive to employees (Marco et al., 2020). Thus, transformational leadership leaders could be more inclined to keep in contact with individual employees and allow them to be creative and innovative in the workplace, which could provide a very appropriate condition for the implementation of effective CSR strategies to catalyze employees' satisfaction to reduce turnover.

The factors that deal with job satisfaction, organizational commitment, control and support align well with the demand and flexibility-oriented culture (Ivanova-Gongne et al., 2022). Consequently, the concept of organizational culture might play a vital role in the possible implementation of business strategies that support CSR initiatives in the organization. The justification for this approach in furthering the study might be that if organizational culture and shared value within the organization could generate employees' satisfaction (Marcos et al., 2020), then, with all the factors covered there might be a way in which CSR strategies could be implemented to help catalyze employees' satisfaction.

CSR Effects on Organizations

Corporate leaders frequently attempt to find and implement new strategies to improve economic performance and environmental performance (Macassa et al., 2020). The economic

and environmental performance might come at the cost of higher competition in the business world that these leaders could try to exert pressure on employees to increase production to meet the high demand, while consequently ignoring their well-being (Triyanto et al., 2022). To prevent employees' dissatisfaction under such conditions, corporate leaders might take the approach of implementing CSR strategies to catalyze employees' satisfaction to reduce turnover (Macassa et al., 2020). Conversely, corporate leaders might improve the work environment by improving organizational culture to enhance employees' satisfaction (Diamastuti et al., 2021). The justification for this option might stem from the different elements of CSR that might allow for different approaches to explore which element could be more compatible with the current study (Alizadeh, 2022).

Employees' satisfaction tends to depend on different factors that may range from employees' empowerment, education and training, employees' stability, to work environment (Hossen et al., 2020). Corporate leaders might use any of the factors to measure the strength of CSR practices to ascertain which factors might help to catalyze employees' satisfaction (Paruzel et al., 2021). Additionally, Paruzel et al. (2021) asserted that among the factors to determine employees' satisfaction is the practice of employees' engagement by corporate leaders. Consequently, the relationships corporate leaders create and strengthen will affect employees related attitude and behavior (Chandra & Chandrashekar, 2021). By bringing together all the factors in the organization to be aligned with CSR strategies, corporate leaders could implement job satisfaction that will enhance work performance and morale of the employees (Lekani et al., 2021).

Corporate leaders explore the main competencies that align with the best employees' skills and take advantage of certain information to accomplish certain goals based on CSR

strategies to catalyze employees' satisfaction to reduce turnover (Lekani et al., 2021). Corporate leaders attempt to maximize resources to achieve their goals because of successful implementation of CSR to bring about employees' satisfaction and a positive work environment within the organization (Tran et al., 2021). Conversely, CSR strategies may impact on the economic performance of corporations, social and environmental performance as well as the commitment effect on job satisfaction of employees to maintain sustainability of corporation (Fallah Shayan et al., 2022). However, the impact of CSR on employees' satisfaction must be integrated within the framework of a strategic, balanced, and effective approach to attain excellence in CSR strategies within the corporation (Macassa et al., 2020). This approach might be necessary because of the need to explore different strategies within the context of the organization to provide a clear approach for successful implementation of CSR strategies (Tran et al., 2021).

The use of CSR strategies not only could contribute to the economic health of corporations, as well as their social and environmental performance, but the strategies might enhance the image of the corporations. Aldehayyat (2021) examined the impact of CSR on corporation performance in relation to the image of the corporation. The results revealed that CSR could help corporate leaders improve sustainability performance and could improve the image of the corporation. Conversely, corporations might succeed when the leaders transform their business into a workable environment to improve performance and the image of corporations (Triyanto et al., 2022). The pressure toward performance could be improved by the level of communication by corporate leaders to maintain competitive pressure (Soewarno et al., 2021). Thus, the CSR effect on performance could exert a health drive on competitive pressure that might help the corporation image that could possibly increase employees' satisfaction (Ying

et al., 2022). By exploring the impact of CSR strategies on sustainability performance within the organization, the process might be justifiable to continue looking at the different elements of CSR to possibly help in the employees' satisfaction within the organization (Ying et al., 2022).

The capacity for corporate leaders to measure success of the organization might rest in their ability to become strategic partners in being prepared for any eventuality (Ying et al., 2022). The lack of concern for CSR practices and the lack of foresight by corporate leaders might impact readiness to sustain performance (Ahmad et al., 2020). Conversely, corporate leaders might assume the capacity of creating policies that are conducive to the implementation of CSR strategies that will positively impact employees' satisfaction (Benitez et al., 2020). Corporate leaders might have to integrate various strategies to impact organizational alignment in order to create organizational capacity for higher performance sustainability (Ford & Gilson, 2021). The justification for additional research on the topic might start by looking at the different elements of CSR and how they might fit within the organization to address the issues being discussed in the shape of employees' satisfaction (Alizadeh, 2022).

The strategic advantages corporate leaders have might be the ability to integrate a vast array of strategies for an effective approach to implement CSR that might include information transparency (Caputo et al., 2021). Conversely, the evaluation of the environmental transparency affects corporate transparency which could hamper corporate leaders' ability in the best approach to implement effective CSR strategies to help catalyze employees' satisfaction (Heinberg et al., 2021). Consequently, the lack of corporate transparency undermines corporations CSR effort to implement effective strategies. Additionally, Heinberg et al. asserted that corporate transparency was the boundary condition for the effective CSR strategies, and that CSR strategies might align with transparency practice to yield increased benefits to help catalyze employees' satisfaction to

reduce turnover. The justification for continued research on this topic might be to ascertain the level of transparency in the use of CSR within the organization, which might be very vital for the perception of the employees in relation to the implementation of CSR strategies (Hopkins et al., 2021).

The level of employees' turnover could be linked to how corporate leaders transform and adapt to changes in the business world. Consequently, corporate leaders might have to adopt a strategic management planning whereby internal transparency and activities are analyzed and connected to the employees' performance to spur high level of performance and achieve their goals (Chang et al., 2021). Corporate leaders might have to create an organizational culture where there is open communication, and the environment allows the implementation of CSR strategies that will mitigate performance satisfaction (Wei et al., 2020). The concept of organizational culture ties to overall research because of the leadership ability to implement conducive working environment which might be connected with the implementation of effective CSR strategies that could help catalyze employees' satisfaction to reduce turnover. Based on the different elements of CSR there might be different approaches to explore which element could be more compatible with organizational culture and effective CSR strategies (Alizadeh, 2022).

Employees' satisfaction might be influenced by CSR strategies, which could affect the turnover level in the organization. Conversely, other factors like employees' enthusiasm could be associated with employees' turnover (Chang et al., 2021). When corporate leaders explore the different factors within the organization, they might be compelled to embrace CSR strategies by bringing together organizational capacity, the corporation might be impacted by high level of employees' satisfaction which might directly or indirectly affect the level of turnover in the corporation (Triyanto et al., 2022). In conclusion, corporate leaders by looking at different

approaches might likely benefit with strategic planning that could enable them to possibly implement effective CSR strategies to catalyze employees' satisfaction to reduce turnover (Wei et al., 2020), supporting the need for additional research.

The Impact of CSR on Organizational Performance and Other Outcomes

Corporate leaders remain responsible for implementing strategies that might help organizational performance. Among the strategies to maximize performance could be CSR strategies which could help influence organizational performance (Singh & Misra, 2021). Additionally, corporate leaders' perceptions toward CSR and other social efforts by corporations might be linked to the image, core value and the overall organizational performance (Singh & Misra, 2021). The association of CSR and employees' satisfaction with the overall performance might be linked with the organizational behavior in the role of work engagement, which could influence job satisfaction (Ali et al., 2020). CSR might influence job satisfaction and organizational behavior which could increase work engagement and job satisfaction among employees in the organization (Ali et al., 2020). To clearly understand the impact of CSR on different factors within the organization there is need to continue research for additional material that could provide a clear way to justify the literature on CSR for this research study.

When CSR strategies include adequate implementation in corporations, the strategies could affect the performance of the organization in a variety of ways that will strengthen corporations' welfare (Choi et al., 2021). Thus, CSR strategies could positively affect corporations in the shape of performance, risk reduction, and the market response to the environment performance (Choi et al., 2021). Conversely, corporate leaders could be the main conduit for the implementation of CSR strategies that could impact the overall performance of the employees in the corporation (Lu et al., 2020). Based on the study and literature review, there

could be a glimpse of the relationship between CSR and corporate image that could possibly boost employees' satisfaction to improve performance based on the different elements of CSR (Emami et al., 2022).

The strategies corporate leaders could use to be very successful might include the outlining of all the activities in the organization to maximize performance of employees, and possibly to increase employees' satisfaction, which might indicate a sustainable performance in the corporation (Wright & Reames, 2020). This approach of leadership might enable corporate leaders to view other managerial factors that might influence community engagement, human resources, and collaboration to bring sustainability performance which could help corporate leaders in the possible implementation of CSR strategies (Mahmood & Bashir, 2020).

Continuing research to ascertain the strategies within the CSR might be necessary to present a clearly defined way to implement the CSR strategies.

The main goals corporate leaders have is to retain employees and as part of the retention process, the policies of diversity in the workforce, employees' performance appraisals, and open communication might be included in the overall strategy to enhance the overall performance of the organization (Mahmood & Bashir, 2020). Conversely, Tai (2022) asserted that the policies adopted by corporate leaders might increase impact on CSR implementation, which might indicate such responsibilities as economic, legal, ethical, philanthropic, and social sustainability that might have a positive effect on organizational trust. Consequently, the solutions to increase trust and commitment of employees might be based on CSR and could be linked to the process of planning long term vision and strategy in training high quality employees to promote sustainability and organizational performance (Chen et al., 2020). Corporations' leadership might be responsible to maintain a high degree of ethics associated with performance to foster a

well-established social reputation by being transparent in their activities (Chen et al., 2020). Corporations CSR practices might play a vital role in the reputation of the organization as they disclose different aspects of their operations. The perception of the main stakeholder of CSR practice in the corporation in relation to trust positively might impact on the reputation of the corporation which might potentially attract new workforce for the corporation (Fatmawati & Fauzan, 2021).

When dealing with the perceived reputation of the organization, corporate leaders should emphasize the importance of communicating innovation, and particularly CSR practices, to the main stakeholders, that is employees and customers, to present different angles of the factors that could measure employees' satisfaction through CSR activities (Ghanbarpour & Gustafsson, 2022). Corporate leaders might consider the general attitude among employees towards CSR initiatives within the corporation. Titko et al. (2021) looked at employees' attitude to CSR practices and concluded that there were differences in employees' perception within different groups, that is males and females, of different CSR perception among employees. Consequently, corporate leaders could learn to implement effective CSR strategies based on the different perceptions of the employees in attempts to ascertain employees' satisfaction in the organization (Banuara, 2021). Due to a combination of factors related to the impact of CSR on organization performance, there might be a need to continue research by exploring the different factors that might contribute to the overall outcomes of CSR that could be implemented by corporate leaders.

Because of the different perceptions, the relationship between CSR and corporate reputation might be examined in the context of providing knowledge of the implication of CSR practices and the perceptions of employees to measure the effects of the strategies on employees' satisfaction with the corporation to reduce turnover (Ceciliano et al., 2021). The measurement of

the effects of CSR strategies on employees' satisfaction might provide insights on how CSR could positively be implemented to show that each employee has the social responsibility to present to the public to make CSR activities more visible to enhance the organization reputation (Ramkissoon et al., 2020). Zhao (2021) noted that corporate leaders could choose to make mandatory for the implementation of CSR policies to mitigate the differences of perceptions to eventually protect the corporations from future threats around the world.

The challenges corporate leaders might face could be whether mandating the implementation of CSR initiatives would provide the ideal results. Legal mandates might affect CSR practices and corporation's values based on how the perception is received by the employees and the public at large, which might have a negative effect on the value of the corporation (Trisnadewi & Amlayasa, 2020). Consequently, mandatory implementation of CSR initiatives might weaken the relationship between corporate leaders and the employees' perception of CSR practices (Titko et al., 2021). In conclusion, corporate leaders should be able to strike a balance on the expectations to ensure that the possible implantation of effective CSR strategies might affect employees' satisfaction to reduce turnover (Jamali et al., 2022). The need for continuing research might be of importance to explore more ways in which employees' perception might be applied to the overall implementation of CSR strategies.

Organizational Behavior and Transparency

Leadership style, in this case transformational leadership, may influence many factors with which corporations may thrive. These factors may influence how the behavior is exhibited with corporations in relation to the way corporate leaders interact with their employees (Shafi et al., 2020). Corporate leaders tend to be successful when they engage in the process of

transparency, because the process helps them gain trust from the employees with the corporation (Purwanto et al., 2021).

The transparency process entails leaders being honest when they make decisions in complex situations (Akhlaghimofrad & Farmanesh, 2021). To make those decisions, corporate leaders will engage in clear communication to allow employees to be flexible in adapting to any changes that might occur within the corporation without raising any reservation or suspicion of the process (Akhlaghimofrad & Farmanesh, 2021). Thus, transparency must be used in a balanced manner, in which leaders are open to communicate well in the organization, and they are accountable for every mistake they commit (Khan et al., 2021). The justification for the continued research is the ability of transformational leadership to affect organizational culture with factors that might help the role of transparency in the CSR strategies implementation to catalyze employees' satisfaction to reduce turnover (Diamastutiet al., 2021). The factors were explored to support in the perception of how organizational behavior and transparency might shape CSR strategies.

Conversely, corporate leaders must be capable of effectively exerting efforts to facilitate openness with the organization by clearly disseminating the corporate strategy and direction to inspire trust to motivate employees' performance at the highest capacity (Ford & Gilson, 2021). Corporate leaders might have the capacity to impact organizational behavior by using CSR strategies to implement changes that might sustain the organization for a long-term endeavor (Mertz et al., 2020). Additionally, CSR strategies could help corporate leaders effect employees' satisfaction to reduce turnover in the organization (Macassa et al., 2020). Consequently, corporate leaders could strengthen their resolve by adjusting their behavior within the confine of

the organization by promoting transparency which might help in the implementation of effective CSR strategies to galvanize employees' satisfaction to reduce turnover.

Corporate leaders could impact organizational behavior and transparency in a manner that might help organizations thrive by implementing a good level of communication to create sound relationships with the employees (Triyanto et al., 2022). Consequently, corporate leaders might positively influence employees' performance and transform the organization's culture into places where employees might easily adjust to changes with the organization to reduce turnover (Ford & Gilson, 2021). With this outcome in mind, the thought might be important to continue the research in organizational behavior and transparency to apply within the context of the overall connection with CSR strategies in the research study.

The Impact of Leadership on Employees' Turnover

The success of organizations depends largely on the ability of leaders to adapt well to changes in the business environment (Ford & Gilson, 2021). The process of adaptability involves the ability of corporate leaders to provide an environment within the organization where employees might be given the freedom of being creative to foster innovation that helps better performance in the changing world (Xu et al., 2022). Conversely, there are factors that might be linked with the ability of corporate leaders to influence employees positively to accomplish their tasks, and these factors might be the ability of improving organizational culture and organizational transparency to encourage the recruitment of talented employees and reduce turnover (Alves et al., 2020). Based on the different elements of CSR, the concepts of organizational culture and organizational transparency might help connect the flexibility of corporate leaders in the implementation of effective CSR strategies to catalyze employees' satisfaction in this study (Macassa et al., 2020).

Organizational culture might be determined as one of the main factors associated with employees' dissatisfaction and turnover intention (Faeq & Ismael, 2022). Consequently, corporate leaders might embrace strategic planning that will improve human resources policies that emphasize workforce diversity which fosters the culture of inclusion to improve the workplace environment (Chaudhry et al., 2021). Thus, corporate leaders, by improving the workplace environment, will significantly improve employees' morale and productivity to reduce turnover (Mileva et al., 2021). Conversely, corporate leaders could focus their efforts in finding ways to improve employees' job satisfaction and retention by adopting CSR strategies that would help in the improvement of the culture and performance in the organization (Ansari et al., 2021). Organizational culture could influence employees' attitudes at work to be more productive if corporate leaders adopt some of the strategies in CSR to create an environment where employees interact with each other and experience personal satisfaction which could help in the achievement of their goals (Salvador et al., 2022). The justification for further research on this topic stems from the fact that leadership might affect how policies might be implemented to affect CSR strategies.

The personal satisfaction in the workplace may foster positive employees' behavior which could significantly reduce employees' turnover (Xu et al., 2022). Invariably, corporate leaders could benefit tremendously with embracing organization transparency by reviewing all the policies to clearly stipulate: (a) The hiring process, (b) the distribution of benefits and compensation, (c) the process of performance evaluation, (d) the process of exit interviews and termination, (e) the comprehensive job description, and (f) a clear personnel file review (Triyanto et al., 2022). By adopting the policies of transparency, corporate leaders might keep employees appraised of every change in the work structure as well as the expectations for each

employee, which in turn will motivate employees to stay in their workplace to reduce turnover (Xu et al., 2022). Therefore, a need exists to look at how the leadership might influence the employees' behavior within the organization to make certain that all factors might be explored to look for possible connections with CSR strategies.

The ability to motivate employees in the workplace by using the factors of organizational culture and organizational transparency is a trait of a transformational leader, who is prepared and proactive to thrive in any capacity, regardless of the circumstances (Ford & Gilson, 2021). Corporate leaders with this trait might be able to understand the concept of changes within the organization and make appropriate adjustment to enhance performance in the organization (Ansari et al., 2021). Consequently, transformational leaders possess a positive and significant influence on employees' performance through their way of motivating and providing a very conducive work environment which helps them with positive behavior to accomplish the goals of the organization (Nugroho et al., 2020). The justification for further research suggests that there might be different factors in transformational leadership that might be considered to help corporate leaders implement effective CSR strategies.

Employees tend to feel confident when they understanding the competencies their leaders embrace as they address the strategic planning that might: (a) help approach different social situations and dynamics in the organization, (b) help conflict management within the company, (c) help make decisions that are relevant, (d) help share the vision for the future, and (e) help with the knowledge to prepare, support, and lead people through any kind of changes within the organization (Triyanto et al., 2022). The process will help employees in a better understanding of team performance to accomplish superior results within the company (Mertz et al., 2020). In conclusion, corporate leaders could use CSR strategies to motivate employees' satisfaction to

reduce turnover to determine the level of performance by using different skills within the organization to gain competitive advantage in the business world (Emmanuel & Dze, 2021).

Leadership Impact on Organizational Performance

Corporate leaders might have a major impact on organization performance if they adapt well to the changing business environment by providing employees with an atmosphere to express themselves innovatively to catalyze better services and heightened performance (Alves et al., 2020). Conversely, increased performance might be associated with good strategic planning management implemented by corporate leaders in which operations in the organization follow the vision and mission statements to inform about the purpose and objective of the organization (Ford & Gilson, 2021). There are many other factors that might impact the level of employees' performance, which entails work environment, transformational leadership style, motivation, and employees' performance (Nugroho et al., 2020). The factors could allow corporate leaders to manage the organization consistently based on the goals stipulated in the vision and mission statement, which could galvanize the performance of employees and help in the retention of employees (Ikram et al., 2021). The justification for continued research on this topic might be to look for a combination of factors that might be connected between leadership impact on performance and the overall CSR strategy in context with the leadership style and organization culture.

Transformational leadership might be able to explore another factor in spurring employees' performance, which entails workforce diversity. According to Jekelle (2021), workforce diversity exerts significant impact on employees' performance in terms of gender diversity, age diversity, and educational diversity. Because of these characteristics, employees classify themselves based on groups they fit in. Consequently, corporate leaders might stand to

benefit if they adopt the need for diversity management to integrate the workforce diversity within the organization to contribute to employees increased performance (Pandey, 2020). Transformational leaders possess the foresight to anticipate issues and successfully working on the issues to be successful by communicating with the employees about the goals of the organization (Fried & Kastel, 2021). When the employees become informed of the goals clearly by the leaders, they might be more trusting in the leaders decision-making process (Faeq & Ismael, 2022). This section defends the need for more research to complete all the aspects of the organization's environment that might contribute to different factors related to CSR strategies to be studied in this research.

Corporate leaders' ability to be transparent and adaptability to changes of employees' behavior in the organization might help them integrate workforce diversity within the organization to motivate an increased level of performance among employees (Nugroho et al., 2020). Conversely, workforce diversity could help the organization with high productivity and profitability, more awareness of differences, less segregation, and better employees' engagement, which might translate into increased level of performance in the organization (Jekelle, 2021). The success of corporate leaders to impact employees' performance might lie in the successful implementation of a strategic planning that aligns with the vision and mission statements, better connection with the employees, with goal setting that could be tracked and measured, to maximize employees and financial performances in the organization (Aklilu, 2020). Consequently, this knowledge might help produce the outcome of the role of CSR strategies to help the possible implementation of CSR strategies to catalyze employees' satisfaction to reduce turnover (Diamastuti et al., 2021).

Impact of Leadership on Organizational Reputation

The reputation of the organization is important because attracting the most skilled employees will connect the organization to the long-term vision of maintaining human capital (Botella-Carrubi, 2021). Consequently, corporate leaders might implement the branding strategy to attract the best human capital based on the vision, mission, and the culture of the organization, to promote the organization as the right place to work (Khan et al., 2021). Thus, the corporate leaders will make efforts to provide a pleasant environment which may allow employees to grow without fearing any kind of repercussions for making mistakes (Monteiro et al., 2020). When employees experience this kind of environment, they will spread the news based on their relationship with the employer and a sense of association with the organization (Dutta & Bhagat, 2020).

Corporate leaders play a significant role in influencing organizational culture, personality, job satisfaction, and trust on organizational performance, which are relevant to determine whether certain activities within the organization affect performance, reputation, and profitability (Virgana & Kayadi, 2020). The best way for corporate leaders to achieve a significant organizational reputation is to implement the strategic planning of organization branding which entails facilitating an atmosphere in the organization to satisfy the employees, attract future employees, and retaining the existing employees (Ford & Gilson, 2021). The process of branding, when fully implemented, might help corporate leaders to maximize external recruiting because of the safe environment for employees to feel at ease with the relationship between employers and employees (Triyanto et al., 2022). Consequently, corporate leaders might benefit to embrace the spirit of openness by communicating all the aspects of promotions, evaluation of employees' performance to encourage retention of employees (Khan et al., 2021).

When the branding process gets completely implemented, corporate leaders might want to embrace branding strategy on diversity which could provide the best recruiting tool to attract the best talents that could help galvanize competitiveness, creativity, and innovation among employees, thus improving performance within the organization (Banuara, 2021). Consequently, corporate leaders might impact the organization reputation by embracing all the aspects of employer branding and branding strategy on diversity, to make a workable environment to influence increased performance and job satisfaction (Ghanbarpour & Gustafsson, 2022).

Transition

The purpose of this qualitative case study was to explore effective CSR strategies retail leaders use to catalyze retail employees' satisfaction in the Midwest United States to reduce turnover. The goal of this qualitative research study was to answer the research question by using qualitative research with a case study design to help in the understanding of the phenomenon being investigated to interpret the participants explanations. The literature review provided a comprehensive context of the many factors that could be used to explore CSR strategies, organizational culture, transformational leadership, and the implications the finding might have in the business world for leaders who want to implement CSR strategies to catalyze employees' satisfaction to reduce turnover. In the previous section, presented there were different components to help guide the study to include the background of the problem, problem statement, population and sampling, nature of the study, conceptual framework, research question, assumptions, limitations, and delimitations were thoroughly discussed providing a way for the study research to answer the research question.

Within Sections 2 and 3, there are additional components to show the role of the researcher in the study, the participants of the study, ethical research to identify the protocol

regarding research involving human subjects, the collection of data, research method and design, data analysis, reliability and validity. Furthermore, Section 3 will cover the presentation of findings of the study with application to professional practice and implication to social change. Subsequently, the recommendations for action and further research were presented with reflection on the experience in the DBA Doctoral study with a conclusion that is clear to the reader of the study.

Section 2: The Project

This section provides the components necessary to carry out the study include data collection and data analysis to complete a report of the results of the phenomenon being investigated in the study. The purpose statement justifies the need for this study. Additionally, other components covered in this section are the role of the researcher as identified by Adosi (2020) as the data collection instrument for the qualitative study. The research design for this qualitative research study was a single case study (see Yin 2018), which helped me answer the research question. Furthermore, this section includes the process of data collection and data analysis, which was the thematic analysis by Braun and Clarke (2022).

Purpose Statement

The purpose of this qualitative case study was to identify and explore effective CSR strategies retail leaders use to catalyze retail employees' satisfaction in the Midwest United States to reduce turnover. The main objective of this study was to fill the knowledge gap related to effective CSR strategies for catalyzing employees' satisfaction with the corporation to reduce turnover. The long-term implication for social change included the potential for corporations and governmental entities to improve employees' satisfaction by providing a good working environment in their corporations based on the four different levels of CSR: (a) economic, (b) legal, (c) ethical, and (d) philanthropic (Soilemani et al., 2021). The four levels of CSR help organizational leaders provide a safe working environment and better wages for benefiting families and their communities (Aburumman et al., 2020). The study provided a comprehensive review of literature and industry practices in relation to CSR strategies implementation and a conceptual framework for corporations. The research helped me to identify the CSR strategies that helped corporate leaders improve the level of employees' satisfaction, performance, and

business values (see Mahmood & Bashir, 2020). The research showed the impact of CSR strategies contribution is a good reputation of corporations with higher degree of employees' satisfaction (Ajayi & Mmuthle, 2020). Finally, the research may help corporate leaders communicate the strategies of CSR implementation to have a positive effect on the trust of the employees to be committed to the corporation's main goals (Tai, 2022).

Role of the Researcher

There are several methods for qualitative data collection that could be used, depending on the objective of the study. The role of the researcher in the current study was by serving as the instrument of data collection for this qualitative study. The Belmont Report was followed to safeguard the participants' wellbeing and prevent the violation of their rights (see Pritchard). Walden University IRB ethics approval number for this study is 11-12-24-1084256. Adosi (2020) identified several methods for data collection in a qualitative study such as (a) one-on-one interviews, considered the best approach when the researcher needs to collect highly personalized information from the participants. The method allowed for informal and conversational interviews with open-ended questions to attain detailed context, as well as (b) focus groups, as they resemble interviews, but they were conducted in a group format (see Khan & MacEachen, 2022). This method was helpful when the researcher needed to collect data of a specific group of people selected for the study, (c) observations, a method of data collection in which the researcher observed participants of the study during regular routines. The researcher took field notes or recorded the participants using video or audio devices, (d) case study, a method that uses analysis of several qualitative data sources to draw inferences to reach conclusions, and (e) open-ended questions, a method which allowed subjects to answer questions freely (Adosi, 2020).

The study included several strategies of data collection: (a) semistructured interviews and (b) one focus group. The justification for these instruments of data collection was that the two strategies were transcribed into protocols and transcripts which were relevant for the analysis of the qualitative data (see Busetto et al., 2020). To avoid bias in the data from a personal perspective, the researcher created quality interview questions that helped with the reliability and validity of the study (Billups, 2022; Heale & Twycross, 2015). In the interview process, the role of the researcher was to employ the following data collection techniques: (a) interviews face-to-face or via Zoom, and to use (b) one focus group with four people with the goal of understanding their experiences in their own words.

Participants

The participants' eligibility for this study was based on the number of years served in their organization as managers. The rationale for this choice was that managers who served for multiple years within the organization as managers could articulate their strategies clearly to motivate employees' satisfaction (see Ali et al., 2021). The criteria of the selection of participants for the current study was based on the functional areas in sport management: (a) they are first- and second-level managers, (b) they are in the organization for at least 3 to 5 years, and (c) they possess the ability to perform various tasks to accomplish the demands of their jobs, such as planning, organizing, leading, and evaluating employees (see Fried & Kastel, 2021). The strategies for gaining access to the participants were by contacting the director of the organization to explain the purpose of the research study and how the results might help the future managers to implement more effective strategies that could help to catalyze employees' satisfaction to reduce turnover.

Initially, upon identification of the corporation, the researcher approached and informed organization management of the corporation about the purpose and the nature of the research project and how the process was conducted by interviewing the participants (see Busetto et al., 2020). Then, organization management, upon their approval, helped in the selection of the participants for the study by contacting them by email or other means of communication such as phone or text in the corporation to ascertain their willingness to participate in the study. Once the connections with the participants became available, appointments were set for access to each of the managers voluntarily, either in person or electronic communication such as Teams or Zoom.

The strategies for establishing a working relationship with the participants were by creating a strong relationship with the participants by communicating with the participants frequently, creating trust in the relationship with the participants, having a positive interaction with the participants, and make an effort to learn of the organization's guidelines. According to Macaes and Roman-Portas (2022), communication is the most important tool for people to build a relationship which provides insightful views to understand personal interaction that builds trust in a relationship. These strategies helped me gain access to the participants to facilitate the collection of data.

Research Method and Design

Research Method

The method and research design to address the research questions included a qualitative method with a case study design. The design was appropriate for this study because the qualitative method was appropriate to understand phenomena based on the interpretation of the participants' explanations and observing their behaviors in their surroundings. The case study design allowed me to answer the research questions by means of data collection and analysis (see

Saunders et al., 2015). Additionally, qualitative research provides an analysis that appropriately described human behavior which determine the results of the research based on inductive and deductive reasoning (see Boblin et al., 2013). A case study design helped the researcher to investigate an individual, a group, an institution, or an event (see Yin, 2018). For the current study, a qualitative method with a case study design helped in the collection of data, explored, explained, and compared findings in relation to the research question.

Research Design

The qualitative research design for the current study used one of the five most common design approaches. According to Yazan (2015), there are five common design approaches which are: (a) historical, (b) phenomenology, (c) grounded theory, (d) ethnography, and (e) case study. Historical is where the study explores the past, is the study that identifies, locates, evaluates, and synthesizes data from the past and the data is collection is done through interview sources and historical documents, (Busetto et al., 2020), phenomenology, where the researcher seeks to collect information to explain how participants experience a phenomenon, and phenomenology describes, in-depth, the common characteristics of the phenomena that occurred. The data collection method was through in-depth interviews (see Busetto et al., 2020), grounded theory, is where a theory is developed surrounding a social issue. Grounded theory differently seen as a non-descriptive method and the method of analysis in grounded theory was a specific phenomenon or incident, not individual behavior (Billups, 2022), ethnography, is where the study centers specifically on grouping within a culture, and the data collection is done through observation (Barrett & Twycross, 2018), and case study is where the design helps the researcher to explore a person, a group, a community or an institution. The uniqueness of case studies in accordance with Yin (2018), was that case studies used when (a) the researcher wants to focus on

how and why, (b) the behavior is to be observed, not manipulated, (c) to further understand a given phenomenon, and (d) if the boundaries between the context and phenomenon are not clear. Additionally, another design that could be used is the qualitative pragmatic inquiry research design (Cetinavci, 2021).

The research design for the current study selected was a single case study. The justification for this choice stemmed from the flexibility of the method to analyze a group of participants that helped the qualitative data source to draw inferences to reach strong conclusions (see Busetto et al., 2020). The advantage of a qualitative case study design was that the researcher relied on multiple sources of data, including observation, interviews, and documents, to analyze the data to look for common themes (see Houghton et al., 2013). Additionally, the use of case study met the needs of the current study because of the ability to allow the researcher to reach conclusions using a variety of qualitative data collection strategies (see Busetto et al., 2020). The analysis of qualitative data from case studies followed the process through coding and thematic analysis methods that provided visual representation of the data in the shape of transcripts (Saldana, 2021).

Population and Sampling

The specific participants for the current study were managers within the identified company for the study (see Appendix A). For this study, the researcher collected data from eight participants which were enough to reach data saturation. Data saturation occurs when no new information appears from additional participants (see Heale & Twycross, 2015). To ensure data saturation in the current study, the responses of the participants met at least 85% of each question, once reached, interviewing stopped, as interviewing additional participants did not provide any new information (see Houghton et al., 2017). The individuals identified by the

organization manager voluntarily participated in the collection of sampling data. The selected participants for the study received email or other means of communication such as phone or text in the organization to ascertain about their willingness to participate in the study. The sample data collected through semistructured interviews and one focus group comprising of four participants and with eight individual managers within the organization occurred (see Busetto et al., 2020). Overall, the chosen company had 20 managers who presented their availability as part of the sample needed. The participants could voluntarily opt to participate in the study, and they were free to opt out of the interviews without any questions or explanation (see Saunders et al., 2015). The criteria of selection of participants for this study stemmed from the functional areas in sport management: (a) they are first- and second-level managers, (b) they are in the organization for at least 3 to 5 years, and (c) they had to possess the ability to perform various tasks to accomplish the demands of their jobs, such as planning, organizing, leading, and evaluating (see Fried & Kastel, 2021).

The data for this study collected occurred based on the 10 interview questions to help answer the research question. The principles of data collection helped the researcher of a single case study to support and answer the research question to ensure reliability, credibility, and validity (see Yin, 2018). To achieve reliability and validity, the researcher reached data saturation to attain results that were credible (see Heale & Twycross, 2015). Based on the research question, the specific participants for this study were managers in the Sports Complex identified for the study (see Appendix A), who voluntarily provided the data for the current study, upon receiving permission from the IRB. The rationale for the choice was that managers expected to possess the ability to articulate the effective strategies they used to motivate their employees' satisfaction to reduce turnover (see Ali et al., 2021).

The participants for the current study were first- and second-level managers in corporation in the retail sports industry in the Midwest United States. The study involved interviewing the managers in the retail sports industry corporations to identify effective CSR strategies for catalyzing employees' satisfaction to reduce turnover. For the current study, a corporation in the retail sports industry in the Midwest United States participated and the management provided the sample for the study by the process of interviewing the managers. Initially, upon identification of the managers, the researcher approached and informed these managers about the purpose and the nature of the research project and how the process was carried out by interviewing the participants. The Director of the organization for the case study already provided a signature for the consent to use the facility form (see Appendix A). Selection of the participants for the study occurred by contacting them by email to ascertain their willingness to participate in the study once IRB approved the ability to begin. Once the connections with the participants became available, appointments followed set up time for access to each of the managers selected, and the interviews were conducted in person and via electronic communication meetings such as Zoom or Teams.

Ethical Research

The Company Director agreed to participate in this research study by allowing the researcher to collect data within the organization. The Director agreed to sign the Partner Organization Agreement for DBA Case Study form (see Appendix A), allowing the researcher to collect data from the organization's managers. Furthermore, the company general manager agreed to participate in the research study as an alternative or Plan B to the organization and agreed to sign the Partner Organization Agreement for DBA Case Study form to allow the researcher to collect data from the organization (see Appendix B). The participants in this study

participated voluntarily during the interview process, the participants could withdraw from the interview process without any questions or punishment. The participants in this study did not receive any compensation to participate in this study and all the interviews occurred outside of the participants' organization.

The researcher had no relationship with the participants, consequently, the researcher followed the Belmont Report ethic protocol to safeguard the participants' wellbeing and prevent the violation of their rights (Office of Research and Doctoral Services, 2015a). There were no known risks for the participants to be subjected to as they took part in this study. The researcher protected all the participants and organization to comply with the Belmont Report ethical guidelines (see Pritchard, 2021). Institutions have their regulatory bodies that oversee the ethical guidelines to ensure that any research study's validity contributes to scientific study. To address any ethical considerations in research studies, Walden University has its own Institutional Review Board (IRB) to safeguard the wellbeing of human participants and prevent the violation of the participant's rights. For the application to receive ethical approval the researcher addressed the following issues to gain ethical clearance: (a) The participants must consent and be aware of the little or no risk of harm, and assured confidentiality, (b) benefits of the study may contribute to the business community, and (c) integrity and transparency in the research process (Office of Research and Doctoral Services, 2015a).

The researcher followed the protocol of protecting the names of individuals or organizations to keep the participants and organizations confidential. Additionally, codes used helped identify each organization and individual involved in the participation of data collection. The codes for the participants for the research study were P1, P2, P3, etc. (P1 = Participant 1), and for the corporation the code was C1 (C1 = Corporation 1). This process of ascribing codes to

the participants and the corporation guaranteed that their confidentiality was preserved. Once these steps took place, they helped the researcher to obtain insightful outcomes of the interview process (see Cutler, 2020). The data collected during the study became stored securely on an external hard drive for 5 years to protect the confidentiality of the participants in the study.

Data Collection Instruments

The collection of data for the current study occurred by interviewing the managers, first- and second-level managers, and by audio-recording of the participants' statements during the interviews. For the current study, the first organization in the retail sports industry in the Midwest United States provided participants as Plan A (see Appendix A) and the second organization, as Plan B (see Appendix B), the leadership of each company provided participants for data collection for this study. The data collection instruments for this study were: (a) semistructured interviews and (b) at least one focus group. The justification for this choice stemmed from the three core approaches to data collection in qualitative research advocated by Barrett and Twycross (2018), which incorporated interviews, and focus groups, to provide the researcher a better understanding of the insights of the study.

The two strategies for data collection for this particular qualitative research study comprised of interviews and at least one focus group to help the researcher explore the strength of each method and how they worked. According to Gill et al. (2008), qualitative research interviews consist of three basic types of interviews, namely (a) structured interviews, (b) semistructured interviews, and (c) unstructured interviews. For the purposes of the current study, the semistructured interviews were used to help in the understanding of the areas being investigated. The process allowed participants the opportunity to elaborate in depth on the phenomenon to explore the reasoning in the information provided (see Barrett & Twycross,

2018). Additionally, semistructured interviews provided flexibility to allow the discovery of information vital to the participants on understanding, feelings, experiences, and views on particular topics pertinent to the research study (see Khan & MacEachen, 2022).

The focus groups strategy allowed the researcher to collect data for an analysis that described the phenomena by interviewing one focus group of four participants with similar interests to provide a better understanding of the reason a certain group of participants think and behave a particular way (see Barrett & Twycross, 2018). Focus groups helped to understand the group of participants in the process, the condition, and the reactions of participants on specific issues pertaining to the study. Conversely, oral histories involved asking questions to collect data linked to a phenomenon by gathering opinions and personal experiences of participants in a particular event they are involved in, that helped in the study of the effect of a strategy on a group of people to provide new insights to answer the research question (see Busetto et al., 2020). The oral histories strategy provided an advantage for the researcher to draw conclusions from a single phenomenon at a time of data collection material (Yazan, 2015), where the researcher reported the findings, inferences, and future research recommendation.

Data Collection Technique

The data collection technique for qualitative research study was very important for researchers because the technique helped the researchers to understand the research participants' attitudes, beliefs, and behavior in the phenomenon being investigated. According to Busetto et al. (2020), there are several data collection techniques in qualitative research that includes: (a) interviews, (b) focus groups, (c) oral histories, and (d) qualitative surveys and questionnaires. These techniques allowed the ability to collect information related to the topic of study and the places where they happen. The current study employed the following data collection techniques:

(a) interviews face-to-face or via Teams or Zoom and (b) focusgroup with four people. For this study, eight participants participated in the data collection with one focus group of four participants and eight individual interviews. The justification for this choice of data collection techniques was that the techniques of collecting data helped the researcher to understand the social phenomena by exploring and analyzing participants' views, experiences, and narratives (see Billups, 2022).

The advantages of the interview data collection techniques are: (a) the process of interviews provide the researcher a high level of flexibility where questions can be adjusted and changed to meet the situations, (b) the process allows the researcher to talk to participants face-to-face about specific topics or issues, (c) the interview process is designed to illicit participants' views about ideas, opinion, and experience, and (d) the interviews allow for open-ended questions which can offer more elaborate material for the researcher (see Tomaszewski et al., 2020). Conversely, some of the drawbacks are: (a) the researcher spends a great deal of time designing interview questions to ensure credibility, (b) the researcher may include questions with potential for bias, and (c) the process can be time consuming and costly (see Busetto et al., 2020; Renjith et al., 2021). However, the process of interviewing participants helps the researcher access detailed information promptly while highlighting relevant areas of the research (see Renjith et al., 2021).

The data collection technique chosen for the current study entailed: (a) Interviews, where the researcher asked participants questions in one-on-one conversations, which could be recorded either by writing or tape-recording, (b) focus groups, where the researcher interviewed at least one focus group of up to four people, with similar interests to provide a better understanding of the reason a certain group of people think in a particular way (Yin, 2018). The technique of data

collection chosen helped support and address the research question to ensure reliability, credibility, and validity.

Data Organization Technique

The process of data organization in qualitative research study was very important after the data were collected because the process helped the researcher to arrange the data before the data analysis. Based on the principles of data collection and organization supported by Yin (2018), there were five stages of data organization to help the researcher with data analysis. The stages were as follows: (a) arranging and organizing the data, which may entail transcribe interviews and field notes, (b) the review and exploration of data to identify repeated ideas, (c) development of data coding systems to set the correct codes for the data collected, (d) assigning codes for the data collected by looking at individual participants' response and assign codes in a spreadsheet, and (e) identification of recurring themes by connecting the codes together into themes for effective analysis of the data. Conversely, Houghton et al. (2020) suggested the need to be prudent for the researcher to put data into a spreadsheet in a manner that is readable and understandable, based on the questions presented to the participants. The researcher of the current study adopted this organization of data because the data generated helped to measure the outcome of the study by determining whether the inductive or deductive data analysis were applied (see Yin, 2018).

Data Analysis

Qualitative data analysis conducted in different ways based on the organization of data collected occurred. According to Yin (2018), there are several ways of analyzing qualitative data that emphasize different concepts: (a) content analysis, that describes and categorizes common words and ideas, (b) thematic analysis, that identifies and interprets patterns and themes in the

data, (c) textual analysis, that explores the content, structure, and design of texts, and (d) discourse analysis, that studies communication and how language is used to achieve effects in specific context.

The data analysis for the current study used thematic analysis by using the six phases of reflexive thematic analysis theorized by Braun and Clarke (2022). After arranging the data, organizing the data, and assigning codes, the analysis was done by using the six phases of thematic analysis through the following process: (a) Phase 1, the researcher must familiarize with the data, (b) Phase 2, the researcher must generate the initial codes, (c) Phase 3, the researcher must general the initial themes, (d) Phase 4, the researcher must review the themes at coded data and the entire data;, (e) Phase 5, the researcher must define and name themes, and (f) Phase 6, the researcher must write the report to present findings from the analysis process (see Campbell et al., 2021). Overall, in this qualitative research study analysis, the researcher used textual data in the form of interview transcripts, interview recording, note entries, and the use of the five steps of case study analysis by Yin (2018), comprised of an introductory overview, an explanation of the problem in question, find solution that solved the problem, provide the key results, and finally present recommendation. The researcher used the thematic analysis by Braun and Clarke (2022) for this study for analysis.

Additionally, there were software packages that helped the researcher analyze qualitative data. According to Noble and Smith (2014), the software package used to assist the qualitative research study was NVivo 12, which possessed advanced code and retrieve functions that helped the researcher speed up the management of large data and data retrieval. For the current study, NVivo 12 was the software used to identify the codes and the themes of the interview transcripts for analysis (see Saldana, 2021).

Reliability and Validity

The reliability and validity of qualitative research study permitted the researcher to ascertain the reliability and validity of the study through the interpretation of the data by using words to find the quality of the research study and make certain that the participants of the study were measured appropriately without any errors and bias (see Belcher et al., 2016). The researcher in a qualitative study must be aware of possible errors and bias in the study to make sure of the study reliability and validity. According to Heale and Twycross (2015), reliability of a study lies in the ability of the study to be replicated, and validity provides accurate results. In this section, the facts about reliability and validity were presented, and the concerns regarding the quality of the sources were identified as the problems that may have affected the qualitative research study results. However, for the current study no problems affected the results of the study.

Reliability

The researcher addressed dependability of the data by showing that the findings presented through the checking of participants were honest answers about accuracy and interpretation of the data (see Janis, 2022). The consistency in qualitative research, reliability means that a study possesses the quality of being replicated to provide the same process and results, that is findings would be consistent if the same study were conducted two or more times (Leung, 2015).

Reliability must be consistent in qualitative research to yield data that are similar based on the five approaches to strengthen the reliability and results: (a) refutational analysis, (b) constant data comparison, (c) comprehensive data use, (d) inclusive of the deviant case, and (e) the use of tables (see Cypress, 2017). To ascertain the degree of measurement, the research used several types of reliability that addressed different attributes as follows: (a) Test-retest reliability to measure the scale and replicate the same result, (b) interterm consistency, determined the

consistency of the results, (c) internal consistency reliability, determined consistent results of various items, and (d) interrater and intrarater reliability, which produced the same result from various tests or interviews (Fitzner, 2007). In conclusion, the researcher prudently used all the types of reliability to achieve reliability of the study by checking the results of the interviews for similar themes that helped answer the research question.

Validity

The steps used to validate data in qualitative research findings were (a) credibility, (b) transferability, (c) confirmability, and (d) data saturation (Janis 2022). Credibility can ensure that through different ways during data collection to ascertain that the data were appropriate by the process of data investigation, triangulation, participants' validation, and the rigorous technique to collect data (Ahmed, 2024). Transferability can be addressed by showing the readers that the findings of the study can be applied to other situations (Ahmed, 2024). Confirmability can be addressed when the researcher can check and recheck the data during data collection and analysis to make sure the results can be repeated by other researchers (Ahmed, 2024). Data saturation can be ensured by the collection of data that will make the researcher understand the ways in which the themes in the dataset are presented and become repetitive (Johnson et al., 2020). The researcher noticed the repetitiveness of the themes to achieve saturation of the data.

In qualitative research a need exists to understand the means of validity of the study. According to Cypress (2017), the meaning of validity is the process of measuring accurately what the research intends to measure in the study. Furthermore, seven types of validity are identified, particularly for qualitative research: (a) face validity, judges whether the questions is a good measure or not, (b) content validity, deals with whether the type of questions cover the action being measured, (c) criterion validity will determine how well the researcher's

measurement matches other approaches to predict the outcome, (d) construct validity, deals with whether there is a match between a theoretical concept and measuring procedure, (e) concurrent validity, assessed whether other tools provided similar results, and (f) external validity, deals with the extent to which the results can be generalized to other settings, and (g) internal validity, deals with the question whether the thing of interest causes the change or outcome (Cypress, 2017). The researcher of the current study ascertained that face validity and content validity to determine that the measurements matched other approaches to predict the outcome of the study.

Qualitative data analysis depends on data validation. For the current qualitative study, the researcher attempted to validate the data throughout the process by making sure that the accuracy of the research design or method was up to date, and the reliability of the data provided accurate data to present a report of the phenomena being investigated (see Leung, 2015). Conversely, validity in qualitative research study addressed the result from data analysis of participants which presented the accurate findings outside of the study's population that proved the following: (a) transferability of findings, (b) the credibility of the findings, and (c) the ethical procedure used during the research (see Busetto et al., 2020). In conclusion, the study validity requires the integration of different sources of evidence to help the researcher understand that one particular measure cannot be considered valid in a simple study (Leung, 2015). The researcher in the current study followed the process to help with transferability, credibility of the findings, and ethical procedure to reach the conclusion of study to meet all the criteria to determine the validity of the study.

Transition and Summary

The researcher of this study explored the impact of effective CSR strategies to catalyze employees' satisfaction to reduce turnover of the corporation. A qualitative research study with a

case study design used in this study where the participants were managers in the retail industry in the Midwest United States. The data collection involved the interview of participants and focus groups, and the data analysis occurred through general thematic analysis using transcripts to codify and identify the themes by using the six phases of reflexive analysis (Braun & Clarke, 2022). Qualitative research analysis used textual data in the form of interview transcripts, focus group interview notes, but not oral histories notes, and the use of the five steps of case study analysis by Yin (2018). Interview transcript analysis for themes and codes was used to include the use of inductive process to reach for the conclusion of the research question. At the end of the study, recommendations will be presented for further studies based on the constructs analyzed for this study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative case study was to identify and explore effective CSR strategies retail leaders used to catalyze retail employees' satisfaction in the Midwest United States to reduce turnover. The collection of data occurred by interviewing eight first- and second- level managers using semistructured interviews. The findings revealed the effective CSR strategies retail leaders used to catalyze employees' satisfaction to reduce turnover. The data analysis occurred by using the phases of reflexive thematic analysis theorized by Braun and Clarke (2022). In this analysis, there were four main themes identified: (a) communication, (b) good work environment, (c) compensation, and (d) personal relationships. Presented in this section are the detailed findings that describe what effective CSR strategies retail leaders use to catalyze employees' satisfaction to reduce turnover. In addition to the findings, this section also provides applications to professional practice, implications for social change, recommendations for action, recommendations for further research, reflections, and the conclusion.

Presentation of the Findings

The research question for this qualitative case study was as follows: What effective CSR strategies do successful retail organizational leaders use to catalyze employees' satisfaction to reduce turnover? The data collection occurred by interviewing first- and second-level managers in the retail sports industry in the Midwest United States regarding effective CSR strategies to catalyze employees' satisfaction to reduce turnover. The identification of the main themes was facilitated by the application of Microsoft Word and NVivo12 that helped with the search for words and matching statements. The main themes identified were as follows: (a) communication, (b) good work environment, (c) compensation, and (d) personal relationships (see Table 1). The

themes identified aligned with the conceptual framework of transformational leadership theory developed by Bass and Riggio (2009) and expanded by Berkowich and Eyal (2021). The thematic analysis of Braun and Clarke (2022) was used to analyze the data.

Table 1

Interview Themes

Theme	Frequency of use
Good work environment	35
Communication	33
Compensation	29
Personal relationships	12

Data saturation was reached when the data collected repeated the same themes and the new data did not contribute new information to answer the research question. According to Rahimi and Khatooni (2024), data saturation in qualitative research is the point when no new information or insights emerge from additional data collection. Data saturation was reached at Interview 6. However, to make sure I fully understood the participants' perspectives, I conducted two additional interviews, with a total of eight participants, to which no new information surfaced. Table 2 presents the list of participants in the study and the dates and the lengths of the interviews. Table 3 shows the coding and thematic analysis for one of the eight participants in the study.

Table 2
Participants Interview Process

Interviewees (Participants)	Date of the Interviews	Details of the Interview
Participant 1 (P1) Interview	12/06/2024	Interview for 40 minutes
Participant 2 (P2) interview	12/10/2024	Interview for 42 minutes
Participant 3 (P3) Interview	12/17/2024	Interview for 38 minutes
Participant 4 (P4) Interview	12/11/2024	Interview for 41 minutes
Participant 5 (P5) Interview	12/19/2024	Interview for 43 minutes
Participant 6 (P6) Interview	12/29/2024	Interview for 39 minutes
Participant 7 (P7) Interview	02/5/02025	Interview for 40 minutes
Participant 8 (P8) Interview	03/01/2025	Interview for 42 minutes
Focus Group (4 Participants)	03/02/2025	Interview for 38 minutes

Table 3

Data Analysis (Coding and Theme Analysis)

Interview Question	Response and code	Theme
Q/1	How do you define corporate social responsibility?	1. Integrity, ethics. 2. Measure standards, value, integrity, well trained, positive learning environment, safety, ethics. 3. Training coaches, improve skills, integrity, professional development. 4. Organizational structure, problem solvers. 5. Being available, listening to concerns, organizational structure, communication, two-way-communication, communication of thoughts, leadership role to communicate, environment in the organization, satisfaction, interpersonal relationship, problem solving. 6. Compensation, helping employees, changing environment, personal relationships, prevent burnout, fearful environment, organizational culture, problem solving, working environment, allow innovation, praise people. 7. Facility equipment, compensation, more support, environment, work environment, recognition and rewards, promotion. 8. Sending encouraging messages, availability, meeting with employees.
R/1	I would define it as just any business, whether it's profit or nonprofit, just having some integrity when it comes to serving whatever, you know, part of society or community that they're serving. So I I guess health and well being, you know, whatever ethics might go into whatever products or whatever service they're offering that is going to benefit society or not harm society certainly, but hopefully a benefit to society and the the consumers that they're appealing to.	
Q/2	What effective strategies do you engage in to reinforce the perception of effective CSR strategies practices?	
R/2		
Q/3	How do you apply CSR strategies in your corporation to catalyze employees' satisfaction?	
R/3	Yeah. Well, I think continuing education of our coaches. I know we have, you know, this day and age of technology, we have different learning modules that the NTA provides. We bring in different, you know, speakers or topics, you know, to make sure that that professional development and that continuing education of our employees so that they can implement and they can improve on their skill set, you know, to make sure that there's that integrity component in this and that safety and that well-being.	
Q/4	When you have unhappy employees within your corporation, how do you address to solve the issue?	

The scope of the current study focused on the exploration of effective CSR strategies retail leaders used to catalyze employees' satisfaction to reduce turnover. The following are the four

main themes obtained through data collection and a detailed exploration of the conceptual framework and literature review.

Theme 1: Good Work Environment

Theme 1, a good work environment came from the participants responses in which they revealed that a good work environment was conducive for them to thrive in the organization. After the conclusion of the interviews process, a table with questions and interview responses (codes) for each participant helped in the identification of the themes for the analysis (see Table 3), which came from the most frequently used words by the participants. All eight participants with the most common themes became the points for the overall analysis (see Table 1). Good work environments are vital because of providing a safe space, encouragement to innovation, collaboration, build of trust, sense of teamwork, and the maintenance of high employees' morale to help employees' satisfaction. According to Jamali et al. (2022), transformational leadership helps in the creation of such a conducive environment where employees enjoy a sense of autonomy, mutual trust, creativity, and collaboration, which also helps employees with a valid sense of engagement with the leaders to express their views and concerns on different issues within the organization. When employees perceive themselves as being part of the organization due to the actions of the leaders, they experience high levels of stability in the workplace and motivation to remain on the job without any fear (Shafi et al., 2020). Thus, the responses from the participants mirrored the views from Shafi et al. (2020) study.

Participant 4 said: "to create a culture here, culture of family, a culture of encouragement and support and success. And I think once you have that, it will attract others." Participant 5 reiterated similar views by saying, "because if you have a positive work environment that encourages collaboration, that provides a work balance, they show appreciation continuously."

Participant 6 said, "so having clear and transparent environment also gonna help to build trust and accountability, and make our employees feel more, I could say, engaged, more motivated to participate in these, you know, efforts." Participant 7 echoed somehow similar statement by saying, "so my responsibility is you gotta have a good work environment. And how you portray that is, you know, we have to compensate our people well". Participant 8 said, "a good environment will keep employees happy, and a conducive environment where people can, yeah, work without any problems." Participant 1 said "we are going to create positiveness and we're going to have problem solving, and everybody can be approachable, and they feel like they're all respected and listened to and you're going to have a much more positive, you know, working environment and help maintain that satisfaction that everybody wants to."

The sentiment expressed about a good work environment as a tool to catalyze employees' satisfaction to reduce turnover corroborated with the primary data (interviews). Conversely, the proper work environment was the view the participants expressed regarding the desire of creation to maintain employees' satisfaction and to reduce turnover. A good work environment is a factor that aligns with transformational leadership framework by ascribing a trustworthy character and integrity to the leaders. Transformational leaders might be responsible in creating an environment that motivates employees to increase performance and satisfaction levels within the organization to reduce turnover (Sanchez et al., 2020). Consequently, organizational leaders by using the factor of good work environment stand better chances of implementing effective CSR strategies to catalyze employees' satisfaction to reduce turnover because transformational leaders help improve organizational culture and motivation that create the link between CSR strategies and employees' satisfaction to reduce turnover (Virgiawan et al., 2021).

Theme 2: Communication

Theme 2, communication, extracted from the participants' interviews and identified as the key component for the success of an organization (Macaes & Roman-Portas, 2022).

Communication activities lead to interaction between leaders and employees for the establishment of clear information of expectations (Akintude et al., 2021). All participants in this study stressed the need for effective communication among members of the organizations to resolve any doubts of the main expectations in the company and also allow employees to communicate their thoughts. Open communication is the positive aspect of transformational leadership because it helps in the motivation of employees and their engagement in the workplace (Triyanto et al., 2022). Constant communication was the key for leaders to communicate with employees to impact positively the environment in the organization (Akintude et al., 2021). The participants' responses stressed that communication was essential for building relationships, offering support, and effectively conveying the expectations of the organization. According to Macaes and Roman-Portas (2022), effective communication entails clear, concise exchanges of information, ideas, and feedback that build stronger relationships and foster collaboration. Consequently, communication in the workplace is very important to create and maintain healthy working relationships in the organization. The following are the views of the participants as they explained they presented this aspect of effective communication in the organization.

Participant 1 said, "I think being available and then providing an organization or structure of, you know, communication is key, where you are getting out the information, especially if there's a lot of moving parts of you know their job is depending on other people's jobs in that organization or that structure, that those communications are two way communication, that they

are hearing what everybody else is doing, so things aren't operating in a silo, and so that we can work hand in hand together in their being able to communicate their thoughts and ideas."

Participant 2 in the same line of thought said, "trying to stay as engaged as possible with those employees to better understand their schedule and to get them to understand, that, hey, communication is very key and the more we communicate about your expectations as how many hours you want to work, how many hours we have available." Participant 3 said, "we regularly communicate our activities through the media and other channels to try to build trust and credibility, not just within our firm, but in the greater community." Participant 4 said, "I would say communication is key, when everyone knows what is going on, the manor parts, it seems like things are running smooth. I also try to take individual meetings." Participant 5 added a similar statement by saying, "And then the big thing was for me, communication being effective and transparent. We can try to build relationship that was that environment was based on relationship to keep that communication open and robust". Participant 6 echoed the same sentiment by saying, "So that brings me to effective communication, which in fact, I believe and I always use that. So, you know, clearly communicating in the goals we have as well as the progress." Participant 7 said, "The key is like, communication. We are staying in contact with each other, expectations, defining roles of people. That's all part of it. Because if someone knows what they are doing and you can constantly communicate. If you are communicating and interacting, then, that makes it very easy and very hands on."

The communication process is very well embraced by transformational leadership because the leaders can impact the culture within the organization in which guidelines and expectations are adopted by organizations to inform employees about actions they might take for the success of their business (Nderitu et al., 2021). This process and guidelines allow the leaders

to ask employees questions and provide them with feedback to adapt to new challenges in different situations (Malihah et al., 2022). Conversely, effective communication in the organization is very important because the process helps the functions of leaders in direct and indirect communication. Consequently, leaders must improve effective communication skills in the workplace to facilitate their ability to become strong leaders. Thus, leaders must create an environment where different areas such as problems, plans, issues, opinions, thoughts and ideas related to work are addressed in a professional manner through positive and effective communication.

Theme 3: Compensation

Compensation was one of the incentives the participants in this study said were important for retaining employees in addition to a good work environment and communication.

Transformational leadership connects to employees' compensation because the transformational leaders possess the ability to elevate employees' motivation to achieve their goals by providing them with financial incentives (Sun & Li, 2021). Studies revealed a direct connection between competitive salaries and benefits to higher rates of retention (Fitri, 2024; Hassan, 2022; Sorn et al., 2023). Increasing salaries among employees in organizations boosts retention because the process makes employees feel more committed to their posts, which improves the overall retention rates in the organization (Amoo et al., 2020).

Compensation and benefits have a tremendous impact on employee retention. Leaders should develop a competitive employee compensation package by creating a compensation strategy that mirrors the organization's vision and business strategy to remain competitive and retain talent (Djazilan & Darmawan, 2020). Salaries are not the only motivators for employees to remain on the job. Workers have high expectations regarding benefits, such as hybrid work,

flexible work schedules, more paid time off, and family leave guarantees to establish and maintain a good work-life balance (Hassan, 2022). Conversely, when leaders offer these kinds of benefits, they develop loyalty with employees, and they are less likely to look for another job elsewhere. The following are the responses of participants regarding compensation and benefits and the organization.

Participant 1 said, "I think in our profession sometimes it is compensation for employees' satisfaction". Participant 2 shared similar views by saying, "obviously, you know pay has been the biggest issue especially in, you know the most recent times where the minimum wage is going up in certain areas." Participant 3 said, "the best incentives for employees' satisfaction are raising pay, provide bonuses, and other benefits." Participant 4 said, "I have to incentivize in some type of way through recognition, through compensation to keep the good coaches here as long as possible." Participant 6 shared similar views by saying, "to offer competitive salaries compared to the national average." Participant 5 said, "what we did was we were able to bring them in at a higher salary. And then say in 90 days, we are gonna increase your salary as we well and offer benefits if we have that in our budget at that time." Participant 7 recognized the need the need to deal with compensations and benefits by saying, "well, I think it is, again, compensation factor is big, but also giving variable compensation for exemplary effort. So, for example, if my branch produces more business than projections, I think that there has to be a reward for that. So, I think rewarding employees for exemplary stuff is great." Participant 8 added by saying, "you can pay someone so much. Your paying and benefits have to at least be competitive because then that becomes an issue people become upset with. So, you have to be competitive there, but you can be well paid and have good benefits and have all that covered."

According to Khalid and Nawab (2018), despite compensation being one of the aspects to understand retention of employees, a detailed approach must be addressed to consider other factors like work environment, job satisfaction, career advancement, and organizational culture which are very crucial in the effectiveness of employee retention. Conversely, this process might be in line with how leaders may find effective CSR strategies to catalyze employees' satisfaction to reduce turnover as compensation is important for employee retention to help organizations reduce high costs of turnover. According to Sorn et al. (2023), competitive compensation and benefits package are helpful for organizations to attract and retain top talent which can lead to employees' satisfaction.

Theme 4: Personal Relationships

Theme 4, personal relationship, was extracted from the participants' responses from the interviews, which revealed the need for managers to develop personal relationships with employees to create a high level of trust, shared experiences, and emotional bonds. According to Virgana and Kasyadi (2020), personal relationships involving managers and employees entail a close connection formed between the parties that involve honesty, trust, respect and open communication between them. The relationship within organizations depends largely on the behavior of the leaders who are responsible for creating conducive organizational culture, present an approachable personality to affect employees' job satisfaction positively and trust (Berkovich & Eyal, 2021). Based on the expectations and benefits of personal relationships, the participants' responses echoed their view on the importance of personal relationships in organizations with the following statements.

Participant 1 in this statement said, "For employees' satisfaction, I think just the serving what the audience you're serving is constantly changing. So, helping those employees have some

tools or some source, you know to constantly be innovated. The people they're serving is changing and how do they meet the needs of those people in the competitiveness of the environment is, you know to prevent burnout so they have some balances. You know, do they have satisfying, fulfilling relationships with those people that they work with? Recognizing that their satisfaction is coming from physical environment as well as the interpersonal relationships. So, I think being aware of all of that to maintain a healthy relationship."

Participant 2 said, "I try to get to know every employee as much as I can on a personal level. I feel like interacting with them that way enables them to understand that we care about them as a person and not just as an employee or a number on a sheet. And we want them to understand that like because of the age range that most of our employees are like, we see ourselves as mentors."

Participant 3 said, "Being a regular person to them, get to know them at a personal level, you know what they are interested in. Ask them their input on projects, and if they have good ideas, use their ideas."

Participant 4 said, "I make it a point to stop in and, you know, the simple thing is saying good morning. Hello. How are you? How are things your way? Do you need anything from me? How can I help? But making a point not just walk by someone, but to be intentional and stop and greet."

Participant 5 said, "I try to build relationships that was that environment based on, relationship to keep that communication open and robust because then they were willing to be transparent with us when there was a challenging situation."

Participant 6 said, "I always try to maintain an open dialogue with my coworkers and foster a comfortable impact to create a comfortable atmosphere or culture when they feel heard and respected."

According to Seppala and McNichols (2022), personal relationships in organizations, if managed effectively, might significantly impact the organization positively by affecting the morale of the employees, productivity, and the legal compliance. Conversely, personal relationships in the workplace can create a positive work environment that could catalyze employees' satisfaction. Organizational leaders should be aware of how personal workplace relationships might affect the dynamic of work groups and if other employees perceive any form of favoritism, this perception can lead to conflicts of interest and unprofessionalism (Macaes et al., 2022). Positive workplace relationships boost job satisfaction, employees' collaboration and productivity. However, leaders must encourage open communication which is the key strategy for building robust interactions among employees (Virgana & Kasyadi, 2020). Consequently, when leaders invest in positive workplace dynamics, leaders can create a more supportive and engaging environment for all employees.

Corporate Social Responsibility Strategies

Corporate social responsibility (CSR) is a self-regulating business model that aims to help a company be socially accountable to itself, its stakeholders, and the public. CSR is about integrating social, environmental, and ethical considerations into a company's operations, strategies, and stakeholder relations (Jeet et al., 2020). According to Pena-Miranda et al. (2021), there are four elements or models of CSR comprised of: (a) environmental responsibility, (b) ethical responsibility, (c) economic responsibility, and (d) philanthropic responsibility (see Figure 1). CSR is important because CSR elements allow business leaders to act positively to

advance their business mission. Consequently, CSR programs embraced by business leaders prove very crucial for employees' satisfaction, customer loyalty, and enhanced financial standing, including the image reputation (Prabhu & Aithal, 2023).

Figure 1

Carroll's Pyramid of CSR



The elements or models of CSR emphasize the commitment of sustainability and environmental operations, commitment to ethics that follows human rights principles, commitment to bettering society as a whole, and executing financial decisions toward a commitment to doing good (Prabhu & Aithal, 2023). Based on these responsibilities, corporate leaders tend to embrace fair governance, the caring for employees' well-being, and employees' engagement. The traits aforementioned fit the mold of transformational leadership who commit with the motivation of employees to reach their peak performance, and embrace the creation of relationships with employees to make them comfortable in the organization (Northhouse, 2019).

The effective CSR strategies the managers used to catalyze employees' satisfaction to reduce turnover align with the four main themes identified in the analysis of the interviews of the

participants, mainly communication, good work environment, compensation, and personal relationships. Organizations that implement CSR strategies stand to benefit tremendously because the strategies help organization to (a) increase employment engagement with proper communication of expectations, (b) boost employees' retention and loyalty, (c) improve the financial standing of the organization, and (d) improve employees' satisfaction, which enable leaders to take a more positive action where CSR becomes the main priority (Pena-Miranda et al., 2021). Based on the four themes identified which were communication, good work environment, compensation, and personal relationships, leaders can (a) develop close relationships with employees and society in general (b) can care about the mental and physical health of the employees, and (c) can engage employees with the community to help with the bonding process to maintain sustainability, well being and diversity (Jeet et al., 2020; Verk et al., 2021). Consequently, CSR strategies become an effective track system to evaluate the impacts of how leaders connect with employees performing well in all phases of personal well-being.

Applications to Professional Practice

The research findings add additional data to the existing literature on CSR and its importance to leadership. The findings emphasize the four effective CSR strategies to catalyze employees' satisfaction to reduce turnover, which are (a) communication, (b) a good work environment, (c) compensation, and (d) personal relationships. These strategies can be used by managers to catalyze employees' satisfaction to reduce turnover.

Managers in organizations can use these CSR strategies to create a better working environment while communicating the expectations transparently to encourage employees to meet specific goals in line with the organization's mission statement (Berkovitch & Eyal, 2021; Verk et al., 2021; Virgana & Kasyadi, 2020). The CSR strategies can help managers foster a

conducive organizational culture that allows employees to freely express themselves without fear of repercussions. Conversely, managers can approach the strategies presented by the participants in the study to promote sustainability and social impact to enhance employees' satisfaction to reduce turnover. Leaders can contribute to the improvement of the organization environment with CSR initiatives which are crucial to boost employees' satisfaction to reduce turnover by building personal relationships with employees and infuse a sense of purpose to the workforce.

Implications for Social Change

The implications for social change from the qualitative case study explore the meaningful way organizations' leaders can use successfully effective CSR strategies to catalyze employees' satisfaction to reduce turnover, which is vital for the survival of the organization economically. CSR strategies when implemented properly can contribute to the betterment of the organization and society at large. The findings from this study reveal how leaders can use CSR strategies effectively to bring positive social change by applying the study's themes to successfully maintain a positive environment. A positive environment can successfully contribute to the sustainability of the organization, along with financial standing and the reputation of the organization.

A conducive work environment, effective communication, personal relationships, and compensation are very important components for employees' satisfaction in the overall perspective of life improvement. According to Seppala and McNichols (2022), employees who develop close relationships with peers and leaders in the organization tend to enjoy a balance work-life situation. Consequently, this process enhances employees' welfare including the physical, the mental, and the economic status, which can benefit the community.

CSR strategies, when properly implemented, can inspire employees to contribute to different causes in the name of the business, which can help boost the organization's image within the community. Consequently, this process can help in the improvement of society, by generating new jobs within the community and contributing to other aspects of local life. This qualitative case study provides leaders with perspectives on how to effectively use CSR strategies to catalyze employees' satisfaction to reduce turnover, and through this process promote social change. This study based the foundation on the transformational leadership theory in which leaders can use effective CSR strategies that include effective communication, good work environment, personal relationships, and compensation, can help leaders to promote activities which might benefit the community in which the organization operates and serves.

Recommendations for Action

The purpose of this qualitative case study focused on the use of effective CSR strategies to catalyze employees' satisfaction to reduce turnover. This study presents important information for leaders to which contains insights into how leaders can effectively implement CSR strategies to catalyze employees' satisfaction to reduce turnover. With different perspectives, leaders can use this resource to assist them with an effective implementation of CSR strategies. This study revealed that leaders who are successful in the implementation of CSR strategies are highly familiar with the concepts of (a) communication, (b) a good work environment, (c) compensation, and (d) personal relationships.

Considering the present results, the recommendations for action are in line with the concept by Bass and Riggio (2009) of transformational leadership: communication, organizational culture, and personal relationships (as cited in Berkovitch & Eyal, 2021; Virgana & Kasyadi, 2020). The primary recommendation for action is that organizations must emphasize

that leaders must continually communicate with the employees transparently to make them feel comfortable within the organization. According to Macaes and Roman-Portas., (2022), communication is the key factor to motivate employees to boost their performance. Conversely, any activities ranging from employees' training to employees' development, the leaders must communicate effectively the expectations to boost morale.

Based on the study, another recommendation for action is that leaders need to create a good work environment and build good relationships with the employees in mind. According to Nugroho et al (2020), leaders have the potential to influence positively the performance of employees by motivating them and providing them with a very conducive work environment to help enhance their behavior positively. Consequently, leaders must learn to embrace strategies that can improve human resources to maximize workforce talent.

Final recommendations for action are that leaders must learn the intricacies of organizational culture to make employees comfortable in the workplace. Participants in this study expressed that employees feel more comfortable in a very suitable work environment. Conversely, one of the elements of CSR strategies emphasizes the environment. So, leaders in organizations can use this study findings to learn about the effective CSR strategies to catalyze employees' satisfaction to reduce turnover. Upon obtaining final approval, this study will be submitted to the ProQuest Dissertation and Theses Database. The study will be disseminated through college of business publications, academic publications and other media.

Recommendations for Further Research

The study reached its completion despite the original limitations. The study of effective CSR strategies to catalyze employees' satisfaction to reduce turnover was consistent with the findings of the study. The study provided specific CSR strategies that leaders could implement to

improve the organization environment to boost employees' satisfaction to reduce turnover. Furthermore, the findings of the study provide valuable insights to help leaders implement CSR strategies to inspire employees and enhance the image of the organization. The findings could be useful for other students in the DBA program carrying out further research related to CSR strategies to advance the scholar findings of other effective strategies leaders could implement to improve organizations' outlook.

This qualitative case study shows the importance of CSR strategies in the context of transformational leadership. The study findings reveal compensation as a CSR strategy that is useful to catalyze employees' satisfaction to reduce turnover. The themes of communication, good working environment, and personal relationships are all found to be aligned with transformational leadership in the context of CSR strategies implementation. However, compensation does not fit the mold of transformational leadership, but future research could highlight the connection between compensation and transformational leadership in the context of CSR strategies implementation. All other findings clearly align with the conceptual framework theory and all the questions were answered.

Reflections

I experienced different emotions during this journey in my DBA doctoral study. Despite all the emotions, I learned to adjust to the situation and persevere in the daily battles that discouraged me from continuing with this journey. I tried the best I could to stay bias-free during the study. When I conducted the interviews, I experienced a hard time controlling bias. However, once the interviews were completed, I felt the information I gathered, even though redundant, was relevant to the study, and in every interview after the sixth, no new information was obtained. I learned through the process the fine aspects of the effective CSR strategies to catalyze

employees' satisfaction to reduce turnover. Leaders stand to benefit in all facets of the implementation of CSR strategies in the organization. CSR strategies are important for organizational success and if implemented accordingly, they can boost the organization and its employees tremendously by increasing organization engagement, improvement of financial standing, and the enhancement of the organization image.

As I reflect on this journey of my DBA doctoral study, I gathered information that helped me to insightfully discuss my knowledge about CSR strategies in organizations. Now, I can truly boast that I have learned additional aspects of leadership that can help leaders navigate the daily activities of the organization. This study showed me a few strategies leaders can use to implement CSR initiatives like communication, good work environment, personal relationships, and compensation to successfully improve the overall operations of organizations.

Conclusion

This qualitative case study explored effective CSR strategies to catalyze employees' satisfaction to reduce turnover. The research showed that corporate leaders stand to benefit in all facets of leadership by using CSR strategies in the organization. The study showed that CSR strategies were important for organizational success if implemented accordingly. The strategies can boost the organization and its employees tremendously by increasing organization engagement, improvement of financial standing, and the enhancement of the organization image.

The process of conducting interviews offered different emotions. These emotions manifested themselves in the process of gathering new information to answer the research question. The information gathered provided several themes that became part of the final analysis of the data for the study. The main themes identified comprised of (a) good work environment, (b) communication, (c) personal relationships, and (d) compensation, offered a

clear path for corporate leaders to embrace and successfully implement effective CSR strategies to catalyze employees' satisfaction to reduce turnover. The study provided many insights regarding CSR strategies that can help leaders navigate the daily activities such as communication, good work environment, personal relationships, and compensation to help leaders to successfully improve the overall operations of organizations.

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Appendix A:

Partner Organization Agreement for DBA Case Study

Insert:

Partner Organization Name: Highlands Sports Complex

Partner Organization Email Address: rmoore@highlandssports.org

Partner Organization Phone Number: 304-238-9654

Date: 04/9/2024

The doctoral student, [Alberto Madureira Poxes, Jr.], is conducting a case study involving our organization and is therefore approved to collect interview data from one or more of our organization's leaders (managers, directors, or decision-makers whom I will identify to the student).

INTERNAL RECORDS (OPTIONAL):

The signer of this agreement should indicate which internal documents, if any, can be shared with the researcher.

Our organization cannot allow access to internal records.

Our organization will allow this student to analyze the following internal records that I deem appropriate (*and shall be de-identified or redacted, as needed*):

training materials

protocols

manuals

reports

agreements

operational records

meeting minutes

digital/audio/video documents

other internal

documents: _____

—

STUDENT RESPONSIBILITIES

I understand that, as per the student doctoral program requirements, the student will publish a scholarly report of this case study project in Proquest as a doctoral capstone (withholding the names of the organization and participating individuals), as per the following ethical standards:

- a. In all reports (including drafts shared with peers and faculty members), the student is required to maintain confidentiality by removing names and key pieces of evidence/data that might disclose an organization's/individual's identity or inappropriately divulge proprietary details. If the organization itself wishes to publicize the findings of this project, that is the organization's judgment call.
- b. The student will be responsible for complying with the organization's policies and requirements regarding data collection (including the need for the partner organization's internaethics/regulatory approval, if applicable).
- c. Via an Interview Consent Form, the student will describe to interviewees how the data will be used in the doctoral project and how all interviewees' privacy will be protected.
- d. The doctoral student will not use these data for any purpose other than the doctoral study outlined in this agreement.

I confirm that I am authorized to approve research activities in this setting.

Ricky Moore

04/09/2024

Signature _____

Ricky Moore, Sports Director

Partner Organization Leader's Name and Title

Appendix B:
Partner Organization Agreement for DBA Case Study

Insert:

Partner Organization Name: Ace Hardware

Partner Organization Email Address:

Partner Organization Phone Number: 740-250-9493

Date: 07/13/2024

The doctoral student, [Alberto Madureira Poxes, Jr.], is conducting a case study involving our organization and is therefore approved to collect interview data from one or more of our organization's leaders (managers, directors, or decision-makers whom I will identify to the student).

INTERNAL RECORDS (OPTIONAL):

The signer of this agreement should indicate which internal documents, if any, can be shared with the researcher.

Our organization cannot allow access to internal records.

Our organization will allow this student to analyze the following internal records that I deem appropriate (***and shall be de-identified or redacted, as needed***):

training materials

protocols

manuals

reports

agreements

operational records

meeting minutes

digital/audio/video documents

other internal

documents: _____

—

STUDENT RESPONSIBILITIES

I understand that, as per the student doctoral program requirements, the student will publish a scholarly report of this case study project in Proquest as a doctoral capstone (withholding the names of the organization and participating individuals), as per the following ethical standards:

- a. In all reports (including drafts shared with peers and faculty members), the student is required to maintain confidentiality by removing names and key pieces of evidence/data that might disclose an organization's/individual's identity or inappropriately divulge proprietary details. If the organization itself wishes to publicize the findings of this project, that is the organization's judgment call.
- b. The student will be responsible for complying with the organization's policies and requirements regarding data collection (including the need for the partner organization's internal ethics/regulatory approval, if applicable).
- c. Via an Interview Consent Form, the student will describe to interviewees how the data will be used in the doctoral project and how all interviewees' privacy will be protected.
- d. The doctoral student will not use these data for any purpose other than the doctoral study outlined in this agreement.

I confirm that I am authorized to approve research activities in this setting.

Stan Brewer

07/13/2024

Signature _____

Partner Organization Leader's Name and Title _____

Stan Brewer, General Manager
