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## **THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION IN FAST-FOOD RESTAURANTS IN EGYPT**

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### **ABSTRACT**

*The aim of this study was to look at the impact of the perceived corporate social responsibility (CSR) activities (i.e., environmental and social) on job satisfaction (JS), organizational commitment (OC) and turnover intention (TI) in fast food restaurants in Egypt. Adopting a quantitative approach, the author used a self-administrative questionnaire to collect data from a convenient sample of fast-food employees (n= 237). The analysis techniques included descriptive statistics and the structural equation modeling (SEM) was used to test the developed hypotheses. The findings exposed that the CSR perceived activities positively influenced JS ( $\beta=.25$  and  $P<.01$ ), and OC ( $\beta=.23$  and  $P<.01$ ) as well as the JS positively influenced OC ( $\beta=.17$  and  $P<.05$ ). In addition, JS and OC negatively and significantly influenced TI ( $\beta=-.27$  and  $P>.05$ ) and ( $\beta=-.22$  and  $P<.01$ ), respectively. However, CSR perceived activities negatively but not significantly influenced TI ( $\beta=-.18$  and  $P>.05$ ). This study fills the gap in the CSR knowledge in fast food and may guide future related research, as well as its findings may help fast food chains to consider more CSR activities in particular during crisis time, e.g. the current COVID19.*

**KEYWORDS:** CSR, organizational commitment, turnover intention, Egypt, fast-food restaurants.

### **1. INTRODUCTION**

Over the last decades, a growing awareness of corporate social responsibility (CSR) has gained popularity concerning the stakeholders, social, and environmental issues of organizations. Along with the general development of CSR, it is difficult to provide a clear-cut definition of the term. This is because the concept of CSR differs according to the

business sector (Martínez & del Bosque, 2013). Consequently, several definitions and theoretical approaches were developed to understand to whom a business has a responsibility. These frameworks included “The Stakeholders Theory”(Freeman, 1984) and “Societal Approach” which was extended to the “Triple Bottom Line” (Elkington, 1997) which means that the mission, strategies, and operations of any organization should consider the social and environmental concerns in addition to the dealing with its all stakeholders (Lund-Durlacher, 2015).

Although CSR is one of the most prominent themes in the literature (Taneja & Gupta, 2011), this is not the case when it comes to the hospitality industry which has taken small steps towards hurrying up its CSR efforts compared to other industries (Martínez & del Bosque, 2013). This encouraged many academics to empirically study many aspects of CSR in the hospitality different sectors, including restaurants (Youn et al., 2016); pups (Jones et al., 2006), hotels (Hemdi & Nasurdin, 2007), fast foods (Morgan et al., 2016) and cruises (Font et al., 2016).

The mainstream of CSR research in hospitality has focused on the external stakeholders (customers) (Kim & Park, 2009; Lee et al., 2010). In the case of fast food, Tong and Wong (2014) studied the influences of CSR on, customer word-of-mouth intention the customer repurchasing intention customer and real food quality of fast-food restaurants in Hong Kong and how the corporate reputation mediating these effects. Another study by the same authors studied the relationship between CSR-implied activities and the 3R strategy (reduce, reuse, and recycle), and subsequently their relationship with corporate reputation in Hong Kong's fast-food restaurants. For their study, 350 customers were surveyed. The findings revealed that there was a positive relationship between CSR activities and 3R policy, demonstrating that fast-food restaurant consumers of fast-food restaurants discourse that CSR activities and 3R are interconnected (Tong and Wong, 2016).

However, not as much consideration has been directed to CSR and the internal stakeholders (employees) in hospitality research (Tsai, et al., 2012; Kim et al., 2016; Lee et al., 2013). These empirical studies were conducted in developing and developed countries. However, few studies were comparative in nature between developed countries, e.g., France, Germany, and the U.S. (Maignan, 2001). More focus on the context of restaurants, the restaurant type was found to moderate the effect of CSR on restaurants' or chains' value. The positive impacts of CSR initiatives are better for fast-food restaurants than full-service restaurants. This provides experimental indication that values of establishments in the fast-

food business are more open to CSR activities (Youn et al., 2016).

The management of fast-food restaurants and chains implemented CSR in their business policy because its contributions in structure a branding, helps gratitude, and provides distinction for the business. CSR would be principally valuable to fast food restaurants and chains as they are elaborate in a sector where there is enormous worry over consumer wellbeing, purchases that affect animal rights, permitted variety farming, pesticide-free foodstuffs, and organic foods (Tong & Wong, 2014). However, a study by Royle (2005) found that despite the existence of solid supporters of CSR, low salaries, misuses of labor rights and health and safety principles, and union-busting performs are a characteristic of employment at McDonald's in most states. In this setting, the notion of CSR is basically impracticable and may be understood as slightly more than a clever employer-driven public relations exercise intended at escaping firmer forms regulation. Furthermore, the fast-food industry has been considered a significant factor contributing to the obesity epidemic (Chandon & Wansink, 2007), as well as fast-food restaurants have been criticized for not satisfactorily capitalizing in enhancements in social welfare (Kim & Kim, 2014; Martínez-Sala, et al., 2021).

Thus, due to the dearth of studies, the impact of employees' perceived CSR activities on job satisfaction, organisational commitment, and turnover intention in fast food industry, Nadiri & Tanova (2010); Kim et al. (2016) and Le ha et al. (2021) called and encouraged researchers to examine the impact of CSR simultaneously and organizational commitment in various hospitality settings. Employees are the core of hospitality settings (fast food in this study). Therefore, this study aimed to fill this gap in the literature on CSR in fast-food industry. The main objective of this study was to evaluate the impact of perceived corporate social responsibility (CSR) activities (i.e., environmental), job satisfaction, organizational commitment, and the intention in fast food industry in Egypt.

## **2. REVIEW OF LITERATURE & HYPOTHESES DEVELOPMENT**

### **2.1 CSR ACTIVITIES IN FAST-FOOD RESTAURANTS**

CSR has been defined in several variations that reflect these discussed perspectives (see, for instance Kim & Ramos; 2018). Tran (2022) mentioned that CSR is "a managerial requirement to take action to protect and strengthen both the well-being of society as a whole and the interests of the business. This is rooted in systems theory, as an organization depends on the people around it and the organizations. In

summary, CSR is, despite the different emphasis among scientists. Broadly refers to corporate behavior that fulfills the social obligations demanded by society, especially stakeholders, from an economic, legal, ethical, and philanthropic perspective (Kim & Ramos, 2018).

In the fast-food industry, many studies have been conducted on CSR activities, for instance, Kim& Ramos (2018) found that regular fast food restaurants, a general CSR program on social issues, has led to a very positive perception of CSR motivation, helpful communication intent and assets. Intention as a CSR linked to public health. Stakeholders do not distinguish between types of CSR if the company has a healthier image. Stakeholders recognize that both types of CSR are mutually beneficial Neutral to slightly positive response to motivation and both CSRs. Positively recognized CSR motives play an important role in predicting communication, investment, and purchase intent. Another recent study by Martínez-Sala et al. (2021), found that it was confirmed that the CSR policy includes efforts to secure and promote healthy eating habits. It's about the convenience of shutting down using your own social network an influencer who promotes a healthy diet for viewers more effectively. Finally, the CSR activities promise to accomplish the social, environmental, and economic effects of its operations dependably and according to community expectations. CSR activities possibly include: establishment policies that maintain on working with stakeholders who apply the ethical firm practices.

More specifically, in the Egyptian context many studies (e.g, Ellahamy et al., 2015; Abbas & Hussien, 2017; Kozmal & El-Monem, 2018) have focused on different aspects of CSR in fast food restaurants. However, none of the studies focused on the impact of CSR related activities on job satisfaction, organizational commitment on turnover intention in fast food industry in Egypt. In this study the CSR reported activities were extracted from previous literature (e.g., Ellahamy et al., 2015; Kozmal, & El-Monem, 2018; Abbas, & Hussien, 2017) as well as the published annual reports on the websites of three major fast-food chains in Egypt (e.g, KFC).

## **2.2 JOB SATISFACTION**

Job satisfaction is the employees' positive emotional reaction towards their job. Gill (2008) claimed that in the hospitality industry, employees with higher grade of confidence will have greater levels of job satisfaction. Previous research has confirmed the relationship between employee perception on CSR activities and organizational commitment

(Lee et al., 2013). Additionally, job satisfaction has been acknowledged to motivate organizational commitment (Mathieu & Zajac, 1990). Some other studies also confirmed the positive relationship between job satisfaction and organizational commitment, as a more satisfied employee is more likely to develop preferences favourable to the business (Green, 2008).

In the fast-food industry, many researchers have studied the notion of job satisfaction. For instance, Taşpinar& Türkmen, (2019) studied the effect of the employees' job satisfaction and job leaving levels in fast-food restaurants. The results revealed that internal job satisfaction did not have a significant effect on the intention to leave jobs. However, the external JS had a significant negative effect on the intention of employee's turnover. Another study by Guilbault (2019) exposed that work peers' competency as a predictor of JS was not a significance influencer. Similarly, a regression of JS on turnover that examined peers' heat and competency in reference to employees' turnover intention did not reach statistical significance, nor did any of the predictors.

Additionally, a study by Ukandu & Ukpere (2014) conducted in Cape Town South Africa on a purposive sample of fast food employees ( $n=200$ ) on the factors influence job satisfaction of in the fast-food employees, they found out that that employees' personal growth rate at their workplace was unsatisfactory at a rate of 56.1% of respondents. The flexible work schedule was also not very satisfactory for employees; as they were occasionally given flex time during busy times. In addition, employees were not allowed to be involved in decisions that affected them. These findings were confirmed by Catherine (2018), who investigated the factors that influence job satisfaction in fast food restaurants in Malaysia. All these studies and others underlined the negative relationship between job satisfaction and turnover intention.

### **2.3 ORGANIZATIONAL COMMITMENT**

The requirement for greater organizational commitment is a significant issue in any organization. This is since employees committed towards their organization are more productive, stable, and always endeavor towards accomplishing the organization's needs (Larkey & Morrill, 1995). The mainstream of studies related to organizational commitment may be seen in terms of attitudinal as opposed to behavioral conceptualizations (Jamaludin, 2011). Organizational commitment can be defined as "the individual's identification and his level of engagement with his organization. It redirects the attitude of an individual against the aims, goals, and morals of the business, as well as his aspiration to stay

with the same organization, and shows the level of the efforts of the individual. They are showing by those at different levels of the organization, and all the categories of engagement mentioned are not significantly related to organizational performance (Tett & Meyer, 1993) as employees with low engagement, both affective and normative, but with a high level of commitment. The continuity commit does not work very well. The reason such an employee is associated with an organization is because they do not have a good job opportunity.

The study on organizational commitment is based on two main lines: the exchange approach and the investment approach (Sinclair, et al., 2005). This approach states that an individual's organizational engagement depends on the perceived balance between reward benefits and input utilities. In other words, it focuses on the exchange relationship between a person and an organization. The cheaper the exchange is from the individual's perspective, the higher their commitment to the organization (Mohamed et al., 2006). When employees are given more responsibility, given highly rewarding work, decisions can be made, and they are given a platform to share their ideas, they feel better.

Tett and Meyer (1993) found that organizational commitment is an important predictor of turnover. Additionally, Glavas & Kelley (2014) surveyed 827 employees in 18 organizations and they found that employee perceptions of CSR are positively related to organizational commitment and job satisfaction. Furthermore and recently, Ucar & Dalgic (2021) indicated that job satisfaction and organizational commitment are negatively associated with turnover intention.

## **2.4 EMPLOYEE TURNOVER**

Employee turnover has been a significant issue in several different companies. The turnover ratio is different from industry to another. The hospitality industry is known by its high ratio of turnover (Pepra-Mensah et al., 2015; Kim et al., 2016), especially, in the fast-food restaurants (Kumar et al., 2012; Deloitte, 2012). For instance, in McDonalds, the chain's annual employee turnover is about 44% (UKEssays, 2017). This high turnover ratio can be raised due to poor working conditions, low salaries, work stress, and injustice between employees (Kebede, 2014).

Fast food employees' may be leaving their jobs because of many reasons, including low salaries and benefits; lack of effective training; shortage of self-sufficiency; lack of promotion chances; lack of support from managers; and disapproving working conditions (Ryan et al., 2011). Employee turnover results in high cost of recruiting and training new

employees decrease of organizational performance, lack of organizational commitment and stability (Ming Benjamin Siong et al., 2006; Kumar et al., 2012). This means that employees who are more satisfied with their jobs are also less absent and less likely to leave, while those who are more committed to their organisations are less likely to intend to leave and less likely to experience stress (Green, 2008). Similarly Riordan et al. (1997) surveyed 174 employees and employed the structural equation modeling (SEM), and found that employee's perceptions of corporate image negatively influence turnover and turnover intention through support of their the organisations.

Based on the previous discussion, this study developed a conceptual model (Figure1) and hypothesized that:

*H1: The perception of fast-food employees of CSR activities is positively affecting their job satisfaction.*

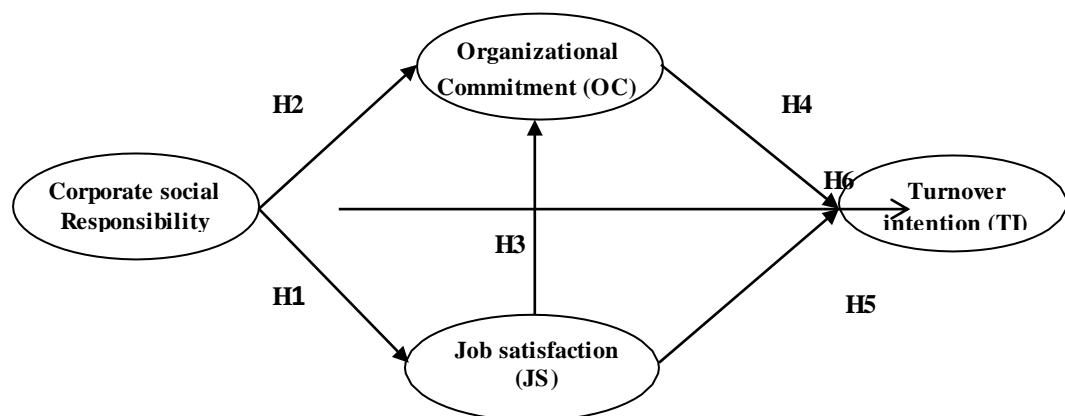
*H2: The perception of fast-food employees of CSR activities is positively affecting their organizational commitment.*

*H3: Fast Food employees' job satisfaction is positively affecting their organizational commitment.*

*H4: The job satisfaction of fast-food employees is negatively affecting their turnover intention.*

*H5: Fast Food employees' organizational commitment is negatively affecting their turnover intention.*

*H6: The perception of fast-food employees of CSR activities is negatively affecting their turnover intention.*



**Figure 1: The study conceptual model**

### **3. METHODOLOGY**

#### **3.1 THE RESEARCH DESIGN**

This study adopted quantitative cross-sectional research. A quantitative approach has been used due to the nature of this study and the hypothesized model. The aim of using the quantitative approach in this study was to test the hypothesized relationships as shown in Figure 1. Casual research was used to identify cause and affect the relationship between the constructs (CSR, JS, OC, and turnover intention).

#### **3.2 THE QUESTIONNAIRE DESIGN**

This quantitative study used a self-administrative questionnaire to collect the required data. The questionnaire was developed based on the previous related literature, e.g. (Bashir, 2001; Hassall, 2009; Gheribi, 2017; Stewart, 2021; Guilbault, 2019; Kumar et al., 2012). It is obvious that the questionnaire items were selected from the original scales considering their applicability to the fast-food industry. All elements were assessed on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Finally, the questionnaire was translated into Arabic and back translation should have been done by a bilingual native Arabic translator.

The questionnaire consisted of 5 sections. The first section focused on the demographic profile of respondents (e.g., gender, age, educational level, and job level). The second focused on the corporate social responsibility (CSR) activities provided by fast food restaurants. It consists of 14 items adapted from (e.g., Gheribi, 2017; VERVE, 2022). The third section focused on organization commitment (OC) and it contains 8 items were adopted from Bashir (2011). The fourth section focused on job satisfaction (JS) and it contains 5 items were adopted from Hassall, (2009). The final section turnover intention (TI) consists of 5 items. A pilot study with 20 fast food workers showed that the consistency coefficients of the constructs were assessed using composite reliabilities and all values were higher than the cutoff value of 0.7 (Hair et al., 1998).

#### **3.3 SAMPLING**

With regard to sampling, the study targeted three international fast food chains considered, e.g. Pizza Hut and KFC employing the convenient sample technique. This study targeted 300 employees working for three international fast-food chains in Cairo and collected 237 valid forms (response rate 79%). Data were collected after COVID19 from August 2021 to November 2021.

### **3.4 DATA ANALYSIS**

PLS-SEM was used to test the proposed conceptual model (hypotheses), the causal relationships based on the regression-based technique. PLS-SEM is reported to be appropriate as analysis technique when a study develops a theory (Hair et al., 2016). WarpPLS 7.0 software was used for data analysis. The study uses the thresholds of Fornell and Larcker (1981), Kock (2017), and Hair et al. (2016) relating to validity and reliability of the measurement models.

## **4. RESULTS**

### **4.1 RESPONSE PROFILE**

Table (1) shows the demographic profile of the respondents. It is obvious that males are dominant respondents of this study (95.8%) while females are the minority (4.2%). About three quarters of respondents (74.5) are aged between 26 and 45 years. University education is the predominant qualification for education for most of respondents (56.8%). Finally, 67% of the respondents have operational jobs.

**Table (1) Respondents' profile**

Demographics		Respondents	
		N	(%)
Gender	Male	227	(95.8)
	Female	10	(4.2)
Age (years)	20-25	36	(15.4)
	26-35	110	(47.2)
	36-45	66	(28.0)
	46-55	35	(14.9)
	More than 55	12	(5.1)
Educational level	High school	77	(32.9)
	University	135	(56.8)
	Postgraduate	26	(10.8)
Job level	Managerial level	78	(33)
	Operational level	159	(67)
<b>Total</b>		<b>237</b>	<b>100</b>

In addition, Table 2 shows that respondents were 'good' on the CSR activities provided by their chains. However, they have 'positive' perceptions towards these CSR activities. These findings reflect that the respondents may be not satisfied with the CSR activates provided by their chains. Similarly, respondents have a 'neutral' point of views on

organizational commitment ( $M=3.13$ ), job satisfaction ( $M = 3.05$ ), and turnover intention ( $M= 3$ ).

**Table (2) Mean statistics for study constructs**

Constructs	Mean Statistics
Perceived CSR activities	3.19
Organisational commitment	3.13
Job satisfaction	3.05
Turnover intention	3.00

#### **4.2 MEASUREMENT MODEL**

Looking at Table (2), measurement model of the study revealed that convergent validity is evident as AVE values of constructs exceed 0.5 (Fornell and Larcker, 1981), meanwhile the discriminant validity exists as the square root of AVEs exceed inter-constructs correlations (Table 3) (Kock, 2020). Cronbach's alpha (CA) and composite reliability (CR) exceed 0.7, which means that the measurements are reliable (Field, 2009; Hair *et al.*, 2016). Additionally, all VIFs values are lower than 5, and hence multicollinearity is absent (Kock, 2020). Furthermore, the HTMT ratio shows values less than .90 and therefore discriminant validity exists (Table 4) (Kock, 2020). Therefore, the measurement model of the current study is valid and reliable.

**Table (3) Square root of AVEs and inter-constructs correlations**

Constructs	CSR activities	Organizational Commitment (OC)	job satisfaction (JS)	Turnover intention (TI)
CSR activities	(0.792)			
Organizational Commitment (OC)	0.641	(0.906)		
job satisfaction (JS),	0.577	0.720	(0.957)	
Turnover intention (TI)	0.541	0.727	0.780	(0.943)

**Table (2) Measurement model of the impact of CSR, JS, O C and TI in Fast-Food Restaurants in Egypt**

Constructs	Indicators	Loading	CA	CR	AVE	$\sqrt{AVE}$
CSR Activities	Behavioral alertness promotion.	0.790	0.850	0.894	0.627	0.792
	Providing educational contributions.	0.808				
	Food programs for the needy.	0.863				
	Offering jobs to reduce unemployment.	0.780				
	Have customer satisfaction.	0.816				
	Decreasing child mortality.	0.890				
	Promotion of education.	0.708				
	Promoting gender equality and empowerment of women.	0.893				
	Improving maternal health.	0.750				
	Ensuring environmental sustainability.	0.876				
	Anti-smoking campaigns.	0.780				
	Support human rights.	0.828				
	Reflect a positive image in society.	0.833				
	Health awareness promotions.	0.790				
Job satisfaction (JS)	I am satisfied with my salary.	0.864	0.891	0.925	0.755	0.869
	The pay for overtime is satisfying.	0.878				
	I experience stress at work.	0.832				
	The feedback of my supervisors at workplace is satisfying.	0.834				
	I am satisfied with my physical-workplace environment.	0.882				
Organisational commitment (OC)	I would accept almost any type of job assignment to continue working for this organization.	0.834	0.809	0.887	0.724	0.851
	For me this is the best of all possible organizations for which to work.	0.882				
	I really care about the fate of this organization	0.836				
	This organization really	0.932				

	inspires the best in me in the way of job performance					
	I am proud to tell others that I am part of this organization.	0.871				
	I feel very little loyalty to this organization.	0.940				
	I tell my friends about this organization as a great organization to work for.	0.933				
	I am proud to tell others that I am part of this organization.	0.889				
Turnover intention (TI)	I often search on the internet for alternative job opportunities.	0.924	0.898	0.929	0.766	0.875
	I often think about starting my own business.	0.943				
	I often look forward to another day at work in my current job.	0.897				
	I think my current fast food has a negative effect on my personal well-being.	0.874				
	I often considered leaving my job in fast food.	0.930				

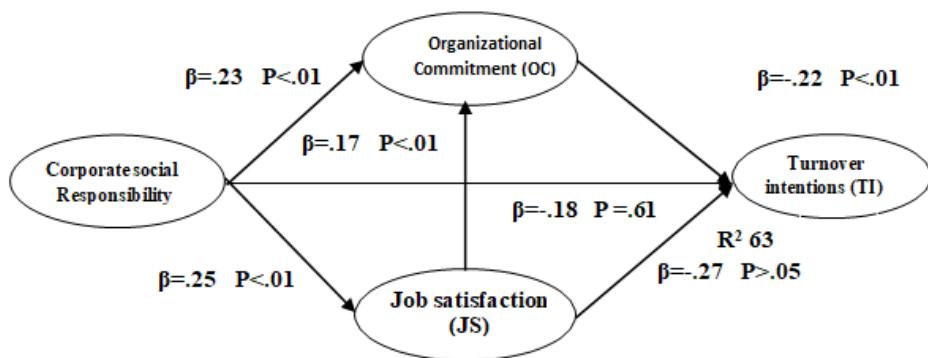
Note: CR: Composite reliability, CA: Cronbach's alpha, AVE: Average variance extracted

**Table (4) HTMT ratios**

Constructs	CSR activities	Organizational Commitment (OC)	job satisfaction (JS),	Turnover intention (TI)
CSR activities	0.734			
Organizational Commitment (OC)	0.623	0.759		
job satisfaction (JS),	0.830	0.840	0.780	
Turnover intention (TI)	0.586	0.723	0.843	0.623

### 4.3 STRUCTURAL MODELS

As shown in Figure (2), the findings show that the perceived corporate social responsibility activities provided by fast-food restaurants have positively affected fast-food employees' job satisfaction (JS) ( $\beta=.25$  and  $P<.01$ ) (H1 is supported) as well as their organizational commitment (OC) ( $\beta=.23$  and  $P<.01$ ) (H2 is supported). In addition, the organizational commitment (OC) perceived by fast-food employees negatively affected the turnover over intention among fast food employees ( $\beta=-.22$  and  $P<.01$ ) (H4 is supported) and their job satisfaction (JS) negatively affected the turnover intention among fast food employees ( $\beta=-.27$  and  $P>.05$ ) (H5 is supported). Furthermore, OC is positively influenced by JS ( $\beta_1=.17$  and  $P<.05$ ) (H3 is supported). Finally, turnover intention among fast-food employees was negatively but not significantly influenced by the perceived CSR activities ( $\beta=-.18$  and  $P>.05$ ) (H6 is rejected) (see Table (5)).



**Figure2. The structural model of the impact CSR on JS, OC, and TI**

As shown in Figure 2. These three constructs (that is, CSR, OC, and JS) explain 63% of the variance in the turnover intention of fast-food employees' turnover intention'

### 5. DISCUSSIONS AND CONCLUSION

This study tested the impact of perceived corporate social responsibility (CSR) activities (i.e., environmental and social) on job satisfaction (JS), organizational commitment (OC), and turnover intention (TI) in the fast-food restaurants in Egypt (See Table (5). The findings of the study mostly support previous studies since 5 hypotheses were accepted and one only was rejected. Firstly, the perceived CSR activities by fast-food employees in the Egyptian context positively influenced their job satisfaction. This means the more CSR activities are provided for the stakeholders (in particular for employees (Internal stakeholders), the

more they will be satisfied with their current job. Our findings support previous studies, including, Taşpinar & Türkmen, (2019), found that the external JS had a significant negative effect on the intention of employee's turnover. However, other studies are in contrast with our findings. For instance Guilbault (2019) exposed that a regression of JS on turnover that examined peers' heat and competency in reference to employees' turnover intention did not reach statistical significance. In addition, the perceived CSR activities by fast-food employees are positively their Organizational Commitment (OC). These findings are in line with Green (2008), confirmed that the positive relationship between job satisfaction and organizational commitment, as a more satisfied employee is more likely to develop preferences favourable to the business. In addition these OC is an important predictor of turnover. Furthermore, VanBrekelen et al. (2004) indicated that JS and OC are negatively associated with turnover intention. Additionally, Glavas and Kelley (2014) surveyed 827 employees in 18 organizations and they found that employee perceptions of CSR are positively related to organizational commitment and job satisfaction.

**Table (5) Testing the hypotheses**

No.	Hypotheses	B value	Result
H1	Corporate social Responsibility(SCR) → Job satisfaction (JS)	0.22**	Accepted
H2	Corporate social Responsibility(SCR) → Organizational Commitment (OC)	0.23**	Accepted
H3	Job satisfaction (JS) →(SCR) Organizational Commitment (OC)	0.17*	Accepted
H4	Organizational Commitment (OC) → Turnover intention (TI)	-0.22**	Accepted
H5	Job satisfaction (JS) → Turnover intention (TI)	-0.27*	Accepted
H6	Corporate social Responsibility (SCR) → Turnover intention (TI)	-0.18 <sup>NS</sup>	Rejected

*Note:* \* Significant at 5%, \*\* Significant at 1%, <sup>NS</sup> Not Significant

Furthermore, this study suggested that CSR activities are negatively but not significantly influence the turnover intention n among fast-food employees. These findings are in contrary to previous research (Green, 2008; Riordan et al. 1997), suggested that employee's perceptions of corporate image negatively influence turnover and turnover intention through support of their the organisations. However, our findings may be explained as result of the current COVID 19 disaster which negatively influenced all jobs. In sequence millions of employees lost their jobs.

This may lead fast-food to continue working even though they are not satisfied with their job and are not committed to their restaurants/ chains.

## **6. IMPLICATIONS AND FUTURE RESEARCH**

### **6.1 IMPLICATIONS**

Theoretically, this study is the first to address the impact of the perceived corporate social responsibility (CSR) activities (i.e., environmental and social) on job satisfaction (JS), organizational commitment (OC) and turnover intention (TI) in the fast-food industry in the Egyptian context as well as developing economics. Thus, this study contributes to the theory and literature on this era, as well as it attracts the attention of hospitality scholars and researchers for more in-depth studies on the CSR strategies in hospitality and, fast-food sector. Additionally, this study developed and tested a model that can be empirically implemented/ tested in different contexts and sectors of the hospitality industry.

With regard to practical and managerial implications, the findings of this study could be valuable to management in fast food restaurants and chains, helping them in selecting and training staff that are more likely to stay with the company to produce the benefits of employee longevity currently lacking in this industry. Furthermore, the findings could be useful indicators of CSR activities that required be improving or increasing, especially during or after a crisis, such as the current case with COVID19. Finally, managers and supervisors can use the outcomes of this study to better understand the perceptions of employees towards the commitment of their restaurants / chains.

### **6.2 LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH**

Like all studies this study has some limitations that suggest directions for future research. First, since the data were collected from fast-food employees from the same international chains in Cairo, future research should incorporate different fast-food restaurants from different chains. Second, while this study considered fast food restaurants from three international chains, further research should consider other hospitality contexts, including hotels, cruises, fine dining, and caterers. Third, this study used a self-reported questionnaire for data collection; future studies may use document analysis (e.g., annual reports) for conducting narrative disclosure of CSR in the fast-food industry. Finally, this study was conducted in Cairo, the capital of Egypt; future studies may consider other countries or be conducted as cross-countries or cross-culture.

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