

# Internal Corporate Social Responsibility in the Spanish Computer Consultancy Industry and Its Impact on Worker Turnover

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**Abstract:** The Covid-19 pandemic has brought a new form of work that is here to stay, the remote work, this way of working favors turnover between companies since employees can work anywhere in the world regardless of where the worker lives. The aim of this paper is to analyze how internal corporate social responsibility and, particularly, human resources policies can influence the employees job satisfaction, their organizational commitment and their turnover intention. This paper can help companies know how to retain their “intellectual” capital. **Methods** for this research we have used a questionnaire with a scale composed of 5 levels which has been distributed among professionals from different companies in the spanish computer consulting industry. A structural equation model was applied to test the hypothesis with the help of SmartPLS software. **Results** from the analysis of the data, it is concluded that there is a positive relationship between human resources policies and workers job satisfaction, as well as a positive relationship between job satisfaction and organizational commitment and a negative relationship between workers' job satisfaction and their turnover intention, namely, the better the human resources policies, the greater the job satisfaction and minor the turnover intention. Secondly, we also observed the existence of an indirect or mediating relationship which indicates that job satisfaction has a positive impact on organizational commitment and this in turn in the turnover intention with an even greater impact than that of the direct relationship. **Conclusions** from this work we can conclude that adequate human resources policies improve the employees job satisfaction, thereby improving organizational commitment and significantly reducing their turnover intention, which is very important for companies that want to retain their employees and can provide a competitive advantage over other companies in the sector.

**Keywords:** HRM policies; organizational commitment; job satisfaction; turnover intention

## 1. Introduction

An important factor when it comes to making a difference within the business environment is to achieve

highly motivated, productive, committed workers willing to continue in the company [1]. At present, this factor is even more critical since the pandemic has boosted remotework which has the advantage for the employee of being able to work in any company in the world, which favors the change of companies by the worker.

On the other hand, the long-term success and survival of any organization depends on its ability to retain key employees, which is called intellectual capital. A study distributed in the United States [2] indicates that about 76% of workers were looking for a new company, and this is something that should alert and concern employers. Aspects such as the work environment or company performance depend on the company's ability to retain the best, more motivated and and most committed employees in the organization [3].

This problem has been increased in recent times due to the call Great Resignation, term attributed to Anthony Klotz, and that has caused the U.S. Bureau of Labor Statistics will report 4.6 million resignations in September 2021 and 4.3 million resignations in October of the same year in the USA [4], and although the labor and economic characteristics of the USA are not comparable to the Spanish ones, we are beginning to appreciate a similar behavior in some professions in Spain.

There are different aspects capable of affect the level of workers well-being and that have an important impact on their degree of organizational commitment, their job satisfaction and, mainly, on the turnover intention, an aspect that in Spain has an incidence of 17% in 2022 [5].

Knowing these aspects and understanding how they are capable of influencing workers is key if we want to retain the best talent and keep our workforce motivated. Although managing to keep talent is important in any organization, even more so in an industry as competitive and dynamic as that of computer consulting, in which there are fairly high turnover rates and which requires large professional experience and high qualifications in many times difficult to achieve.

According to data from the active population survey of the National Institute of Statistics for the year 2018 [6], the information and communications technology sector was the one that presented the highest employment rate, more of 79%, so retaining the best talent becomes a priority for companies in this industry.

Although there are numerous papers that have analyzed the impact of satisfaction with human resources policies on the turnover intention [7–10] we have not found significant paper that analyze this impact in the Spanish IT consulting industry, so we hope that this work can help fill this gap.

### *1.1. The Importance of Retaining Talent in Spanish Computer Consulting Industry*

According to data collected in Spain [11] in its report for the year 2021, this industry obtained revenues of 15,921 million euros that year, achieving this last year an improvement in its revenues of 9.5% compared to 2020. In the employment area, the IT sector saw its workforce increase by 11.9% in relation to the previous year, reaching 227,000 workers. We are, therefore, facing a sector of great importance both for the national employment and for economy, for which it is necessary to know what aspects are likely to improve the commitment of workers to their organization and work and help them to diminish the high level of demotivation and turnover of your staff [5].

While some people say that employees turnover shouldn't be a problem since new hires tend to have lower costs, and new blood brings new ideas and perspectives [12], reality is different. The problem of high levels of turnover among workers is one of the main concerns in companies due to the high cost, both in time and money, that the training and replacement of qualified personnel entails for organizations [13] therefore, ensure continuity in the company for the most productive and experienced personnel becomes one of the main priorities in any organization.

Recent studies look at the dangerous effects of high levels of employees turnover on companies performance and profits [14], that affect the IT industry in particular due to their important dependence on intellectual capital, knowledge and training [15]. The impact of high levels of employees turnover includes aspects such as knowledge transfer and training costs, the cost of hiring, support and mentoring, in addition to the behavioral and operational impact [14] affecting employees frustrations and productivity.

## 1.2. *Why Do Employees Leave Their Jobs?*

There are different factors that may affect the employees turnover intention which have been studied in different jobs, among these aspects we find stress [16–19], ambiguity in the assigned position [20], job overload [21], job satisfaction [22–24], organizational support [25,26] or occupational health and safety [27,28]. Although all of them are important, in this paper we have focused on analyzing how satisfaction with human resources policies has an impact on job satisfaction of employees in the IT industry in Spain and how this influences the employees turnover intention and his organizational commitment, thereby attempting to improve current knowledge on how human resources policies are related to employees job satisfaction, organizational commitment and turnover intention within the Spanish computer consulting industry and analyze how organizations should focus on these aspects to diminish the current problem of low organizational commitment and high turnover in this industry in Spain.

## 2. Literature Review

### 2.1. *Internal Corporate Social Responsibility, Human Resources Policies and Their Impact on Employees Job Satisfaction*

Over the years, the traditional vision of the company that shows it as an institution whose sole objective is to maximize value for its owners has evolved, consolidating the idea according to which companies must provide value to all their stakeholders and not only to its shareholders [29].

Broadly speaking, when we talk about corporate social responsibility and depending on the different stakeholders affected, we can develop this social responsibility both externally and internally [30,31], finding that the external dimension focuses on the community, the local environment and relationships with its partners, suppliers and consumers as well as on aspects such as human rights or ecological problems, while, on the other hand, the internal dimension focuses in the attention to the employees of the organization, to the aspects that affect these employees as well as the internal context of the company, the management of human resources, occupational health and safety, training, etc... In this paper we are going to focus on this second aspect of corporate social responsibility, the internal one, and more specifically on the human resources policies developed by companies, an aspect that, although it has been less studied than that of social responsibility external corporate social, has begun to receive increased interest from researchers in recent years [32–36].

Over the years, different theories have been developed on job satisfaction, which tend to assign different degrees of importance to the sources of satisfaction, which are usually classified as intrinsic, those that depend on the characteristics of people, such as attitudes, or extrinsic that are situational and depend on the environment, such as the workplace. Depending on the field of study, research tends to focus more on intrinsic or extrinsic causes, the latter being the most studied in the field of management [37] and the aspects that we are going to analyze in this paper. Job satisfaction is an attitudinal variable that reflects an employee's general feeling towards job [38]. It has been found to be positively related to positive mood, participation and performance [39] and is especially important in technical workers due to the high levels of competence required [40].

In recent decades, numerous studies have analyzed the impact that human resources policies have on job satisfaction [41–44], therefore, we find ourselves before a relationship that has been widely analyzed over the years, and although in Spain we also find works that analyze this relationship [45–47], in Spanish computer consulting industry, it is a little discussed topic.

In this paper we analyze the impact that the human resources policies of organizations have on the employees job satisfaction in the Spanish IT consulting industry. That is why we propose the following hypothesis: Hypothesis 1. There is a relationship between satisfaction with the company's human resources policies and employees job satisfaction.

### 2.2. *The Relationship Between Employees Job Satisfaction and Turnover Intention*

Turnover intention refers to the process by which a worker decides to leave their company [48]. Although

this rotation can be involuntary or voluntary in this article we have focused on the rotation of a voluntary nature or the worker's intention to change, which has an important effect on both the productivity and efficiency of the company, also causes high costs in companies [49,50].

There are numerous previous works in which the relationship between job satisfaction and turnover intention to leave has been analyzed in different professional environments and countries, such as computer consulting in the United States [17], public sector in Germany [22], retail in the United States [18], retail in South Korea [23] or high school teachers in Turkey [51].

The second hypothesis to be tested in this paper is: Hypothesis 2. There is a relationship between employees job satisfaction and their turnover intention.

### *2.3. The Importance of Employee Organizational Commitment*

According to [52], interest in research on organizational commitment appeared in the 1960s. With the passage of time, new approaches to commitment began to appear, not so focused on organizational aspects, but more focused on the work group and the position [53].

Organizational commitment has been defined as the magnitude of the identification that a worker shows with his company and his desire to continue in it, the degree to which an employee is willing to continue in his organization [54, 55] defined organizational commitment as the force that unites workers with organizations. [56] determined that organizational commitment, in addition to having a positive effect on the professional performance of workers, makes committed employees willing to make additional efforts and perform other tasks such as helping their colleagues, and the impact of commitment may even be greater organization on these behaviors outside their obligations than on their own performance.

For the elaboration of this work we have assumed the existence of a mediation relationship on the part of the organizational commitment between employees job satisfaction and their turnover intention, a relationship already studied previously in the manufacturing sector in Turkey [51] and Indonesia [57], prison officers in the United States [58], flight attendants in Taiwan region [59] or banking in Malaysia [60].

In our paper we are going to analyze whether organizational commitment has a partial mediation relationship between employees job satisfaction and their turnover intention. There are previous works that study both the mediation effect of different organizational and human resources policies and such as the possibility of adequate compensation [61] or professional development [62], as the mediation that organizational commitment has between employees job satisfaction and their turnover intention in different countries and sectors, as we have seen previously. In our paper we are going to focus on the impact of this mediation relationship in the Spanish computer consulting area.

Hypothesis 3. There is a mediation relationship of employees organizational commitment between their job satisfaction and their turnover intention.

The concept of job satisfaction has been widely studied over time, it can be understood as the affective response of people towards their job [63] and it's basically the degree to which people like their job [64].

Job satisfaction is one of the most frequently measured organizational variables and has been extensively studied in the areas of psychology and organizational behavior [65], given that job satisfaction can be an important indicator of how workers feel about their jobs and a predictor of their level of organizational commitment.

In this sense, numerous studies have found that job satisfaction can be considered as an antecedent of organizational commitment [66–70], in line with our hypothesis.

We consider that achieving a high level of job satisfaction will have an important impact on the organizational commitment of workers in activities such as computer consulting in Spain.

Hypothesis 4. There is a relationship between employees job satisfaction and their organizational commitment.

When treating the organizational commitment of a construct of motivational character that generates a positive attitude of character related to work and which is decisive in order to predict the employees performance and motivation [71,72], it is very important for companies to be able to achieve this motivation and

commitment among their workers, all the more so if we consider the potential for development and long-term duration of organizational commitment and job satisfaction [73], and also knowing that it also has an impact on the improvement of job performance and high-performance job practices[74].

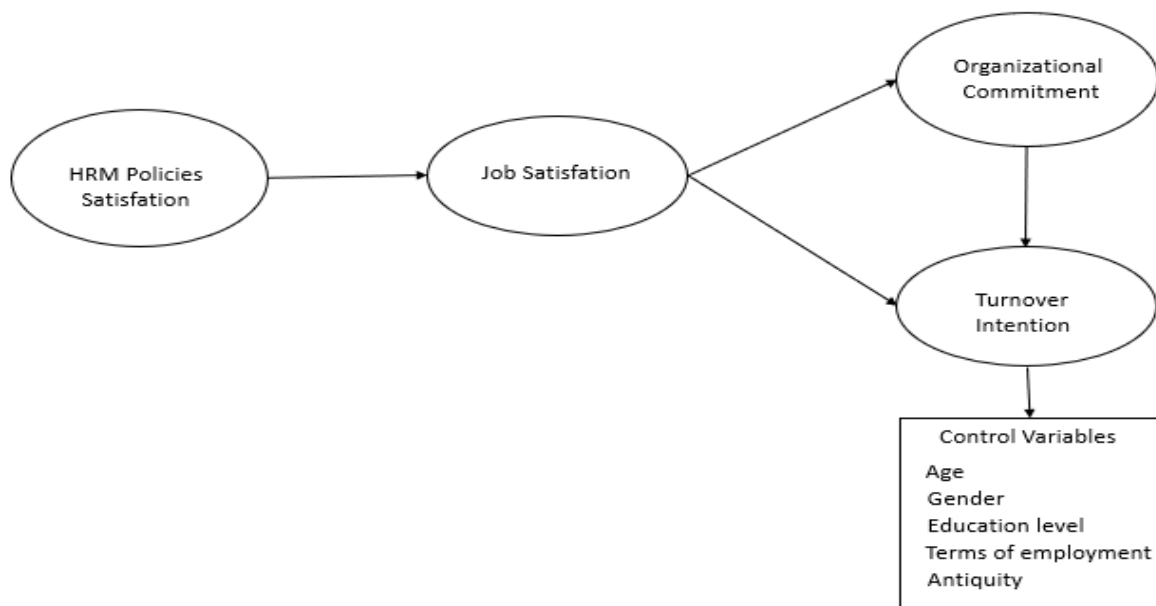
According to [17], working to maintain and improve organizational commitment is of high importance for companies, even more so if we consider that job satisfaction together with organizational commitment plays an important role in the employees turnover intention.

According to [75], job satisfaction is, together with the organizational commitment of employees, key when it comes to predicting job turnover intention therefore, we believe it very important to find out what factors are capable of negatively influencing these aspects.

Although this relationship has already been studied in previous papers [76,77], we will focus on analyzing the impact of it in the industry of computer consulting in Spain.

Hypothesis 5. There is a relationship between employees organizational commitment and their turnover intention.

Figure 1 shows the research model used in this paper.



**Figure 1.** Research model.

### 3. Materials and Methods

For this paper we have used a form consisting of 24 questions, which uses the 5-level Likert scale that goes from 'totally agree' to 'totally disagree' and was sent to 800 professionals in the computer consulting area of the main Spanish companies during the month of October 2021, receiving a total of 268 complete answers with which we elaborated this study.

The questions we used for this paper were used in previous works [78–80], and adapted to the needs of our research. Of the 24 questions that the questionnaire consists of, 5 correspond to socio-demographic characteristics of the respondents, the other 19 having been grouped into 4 different constructs, HRM policies satisfaction [79], job satisfaction [80], turnover intention [78], and organizational commitment [78], which have been used for statistical analysis.

### 4. Results

To analyze this model, the PLS-SEM technique was used, as it is the most appropriate for this type of study due to its great predictive capacity [81].

The results were analysed following the recommendations of [82], and [83], first evaluate the measurement model and in second place evaluate the structural model.

The demographic characteristics extracted from the data on which we have worked, can be seen in Table 1.

**Table 1.** Demographic variables.

<b>Age</b>	
18-29	22.39%
30-39	35.07%
40-49	29.10%
50-59	13.06%
More than 60	0.37%
<b>Gender</b>	
Men	63.81%
Women	36.19%
<b>Education level</b>	
Primary studies	0.37%
Secondary studies	29.85%
University studies	39.93%
Post-graduate studies	29.85%
<b>Terms of employment</b>	
Permanent contract	88.81%
Temporary contract	11.19%
<b>Time of current company</b>	
Less than 5 years	54.85%
Between 5 and 10 years	17.16%
Between 11 and 15 years	10.82%
More than 15 years	17.16%

#### 4.1. Measurement Model

We decided to use PLS-SEM technique given the predictive strength and reliability that this method provides and the complexity of the proposed model [84].

Different factors were validated to evaluate the model, such as the level of significance of the model, which is 95%, internal consistency, which has been evaluated through composite reliability and Cronbach's Alpha. The Fornell Larcker criterion was used to evaluate the discriminant validity of the model. The convergent validity of the model was evaluated through the reliability of the indicator and the average variance extracted (AVE). Cross loadings between indicators and latent variables were also evaluated. Finally, and to validate the internal consistency of the model, we verified that all the variables reached an adequate value in Cronbach's Alpha and that the values of the CR (composite reliability) are correct [85,86]. All this can be seen in Table 2.

**Table 2.** Means, standard deviations, factor loadings, reliabilities, and average variance extracted.

Construct	Item	Mean	SD	Factor loading	Cronbah's Alpha	CR	AVE
HRM policies satisfaction	A1	4,078	0,815	0,822	0,888	0,915	0,643
	A2	3,832	0,811	0,781			
	A3	4,265	0,794	0,707			
	A4	3,910	0,834	0,853			
	A5	3,765	0,853	0,838			
	A6	4,142	0,746	0,802			
Job satisfaction	B1	3,761	0,790	0,798	0,837	0,881	0,554
	B2	3,765	0,798	0,754			
	B3	3,951	0,755	0,616			
	B4	3,653	0,863	0,764			
	B5	3,619	0,918	0,797			
	B6	3,776	0,726	0,721			
Organizational commitment	C1	3,321	0,862	0,783	0,754	0,844	0,576
	C2	3,280	0,784	0,735			
	C3	3,362	0,812	0,774			
	C4	3,511	0,762	0,741			
Turnover intention	D1	2,209	0,671	0,822	0,723	0,844	0,644
	D2	2,190	0,696	0,797			
	D3	2,172	0,755	0,788			

Average variance extracted (AVE) is used to assess the convergent validity of each composite [87], which must be equal to or greater than 0.5 for the AVE. This condition was valid for our data, whose value we can observe in table 2 and indicates that the proposed model also meets this requirement.

We must also assess the discriminant validity which is mainly measured by the Fornell-Larcker criterion which considers the amount of variance that a variable capture of its indicators (AVE) and whose value must be greater than the variance that the variable shares with the other variables of the model. In Table 3 we can observe the values.

**Table 3.** Discriminant validity – Fornell-Larcket criterion.

	Organizational commitment	HRM policies satisfaction	Job satisfaction	Turnover Intention
Organizational commitment	0,759			
HRM policies satisfaction	0,598	0,802		
Job satisfaction	0,725	0,601	0,744	
Turnover Intention	-0,567	-0,441	-0,692	0,802

According to [83] we must also verify that the value of the cross loads is greater for the variable itself than for the others variables evaluated. In table 3 we can see how the analyzed model also complies with this assumption.

#### 4.2. Structural Model

For this paper, we used a structural equation model which can be seen in Figure 2, through which we were

able to simultaneously evaluate the value of the relationships between the different variables of the model.

Based on the data from this analysis, we observe how HRM policies satisfaction has a positive influence on job satisfaction (0.601), which, in turn, has a negative influence on turnover intention (-0.592) as well as a positive influence on organizational commitment (0.725). It is also observed how the organizational commitment maintains a significant negative relationship with the turnover intention (-0.138).

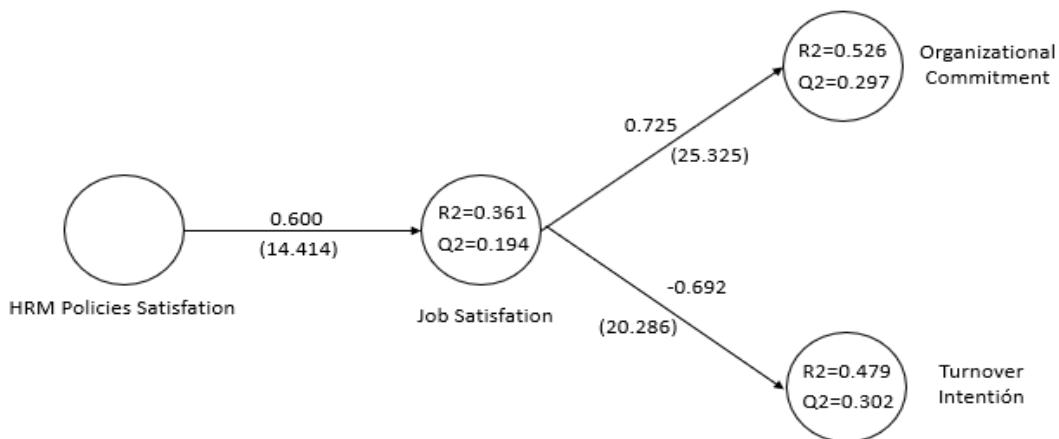


**Figure 2.** Structural equation model.

4.3. Mediation Analysis.

According to [88], when a variable, the one that acts as a mediator, is able to modify the influence that an independent variable has on a dependent variable or predecessor significantly modifying the magnitude of the relationship between these two variables, we can affirm the existence of mediation.

When the inclusion of the mediator variable is capable of modifying the strength of the relationship between the variables, but it continues to be significant, we consider the mediation as partial, being the same of complementary character when the two point in the same direction [89]. In the analyzed model, the inclusion of the Organizational Commitment variable between the Turnover Intention and Job Satisfaction variables reduced the strength of the direct relationship between these two variables from -0.692 to -0.592 (Figures 2 and 3), although maintaining the same sign, which indicates that we are faced with a partial mediation of a complementary nature.



**Figure 3.** Structural equation model without moderation.



According to [90], to know the size of the total indirect effect, we need to review the value of the VAF (variance accounted for), which was 0.288 for our model, so we can say that we have a partial mediation whose magnitude is 0.288.

The predictive relevance of Stone-Geisser (Q2) was calculated, whose results indicate that the proposed models have an adequate predictive capacity for estimating values, as shown in the Figures 2 and 3.

Additionally, the mediation model was evaluated using the bootstrapping method [91], valid both for the analysis of simple and multiple mediation. According to [90], it is considered suitable for the PLS-SEM method. Some of the aspects to be evaluated are their confidence interval, the magnitude of said effects, the significance based on the value of p and the value of t [89], values that we can observe in Table 4.

**Table 4.** Direct and indirect effects.

Direct effect	95% confidence interval for direct effect	t value	Significance (p < 0,05)
-0,592	-0,780, -0,468	9,524	Si
Indirect effect	95% confidence interval for indirect effect	t value	Significance (p < 0,05)
-0,239	-0,271, -0,021	2,173	Si

Therefore, and based on the results of the analyzed data, we can consider as proven the existence of a complementary partial mediation between these constructs.

**5. Discussion**

Based on the results obtained from the analysis of the statistical model, we can observe how the satisfaction construct with HR policies has a positive impact on the job satisfaction (hypothesis 1).

We also see that the job satisfaction has a positive impact on the organizational commitment (hypothesis 4) and a negative influence on the employees' turnover intention (hypothesis 2).

We also observe how the organizational commitment has a negative impact on the employees' intention to leave the company (hypothesis 5). Likewise, we can see how organizational commitment mediates significantly, albeit partially, between employee' turnover intention and organizational commitment (hypothesis 3).

We can, therefore, consider that all our research hypotheses have been verified with the proposed statistical model.

These results ratify our theory that, in the Spanish computer consulting industry, satisfaction with human resources policies is a factor that is of great importance in terms of employees job satisfaction, a result consistent with that observed in studies previous in different professional areas [41–47], as in the employees turnover intention, an aspect also widely analyzed in different professional sectors and countries [92, 93] highlighting the importance for companies in the sector of improving this aspect in the organization.

It is, in short, a result in line with what we expected, workers who feel satisfied with the human resources policies of their organization will be more satisfied at work, which coincides with the previous studies referenced earlier in this paper.

This data also helps us to corroborate the hypothesis 1 of our article, the existence of a positive relationship between satisfaction with the company's human resources policies and employee job satisfaction.

We can also see how employees job satisfaction has a positive influence on their organizational commitment, also in accordance with previous works referenced in this paper.

These data ratify our hypothesis 4, the existence of a positive impact between employees job satisfaction and their organizational commitment.

As in the the previous case, it is also something to be expected, if the workers feel satisfied with their work they will be more committed to their organization.

We also observed the existence of a negative impact between the employees organizational commitment and

their turnover intention, which implies that employees highly committed to their organization are more reluctant to leave the company, which is in accordance with previous referenced studies.

This is in agreement with our hypothesis 5, the existence of a relationship between employees' organizational commitment and their turnover intention.

Finally, we also see the existence of a negative relationship between employees job satisfaction and their turnover intention, which implies that employees who are satisfied with their work are more reluctant to leave the company, which is in accordance with previous referenced studies.

This is in agreement with our hypothesis 2, the existence of a negative relationship between employees' job satisfaction and their turnover intention.

The inclusion of the mediating effect indicates that employees who, in addition to having high job satisfaction, have high organizational commitment tend to have lower levels of intention to leave the company, evidencing the latter that employees organizational commitment mediates between employees job satisfaction and their turnover intention, which is consistent with our third working hypothesis.

## 6. Conclusions

According to the data analyzed by this work, we can affirm that workers who are satisfied with the human resources policies of their company tend to have greater job satisfaction, which increases the degree of organizational commitment, decreasing, in turn, their intention to leave the company. Conversely, employees who are dissatisfied with these policies tend to be less satisfied with their jobs, which leads to a lower degree of organizational commitment, thereby increasing their interest in leave the company.

Although this impact had previously been dealt with in other industries, with this work we demonstrate how it is the case of computer consulting in Spain, it is also important to consider human resources policies and employee job satisfaction as a priority.

Based on this work, and considering both the strategic importance of the sector both from a job creation point of view and from an economic point of view, and its high level of turnover, there is a need for the management of these companies to strengthen its internal corporate social responsibility policies, especially in the field of human resources policies.

On the other hand, it is not only important to improve human resources policies in order to improve the employees organizational commitment and reduce their turnover rate, but companies must also work on making known what advantages they offer to workers in order to improve their job satisfaction.

In previous studies, the impact of human resources policies on employees job satisfaction and organizational commitment and their turnover intention had been analyzed, but we have not found studies that analyze in depth the impact of these factors in the Spanish IT consulting industry, for which we believe that this work can help organizations to implement the appropriate policies in order to minimize the impact of the high turnover rates in this industry and fill this gap.

Other studies have dealt with different aspects such as Total Quality Management [94], labor flexibility [95] or ethical leadership [96] improves employee engagement and performance.

Although with this work we have managed to contrast the selected work hypotheses, it is limited only to the impact of the human resources policies of the companies without delving into the impact that other aspects may have on employees job satisfaction and organizational commitment and their intention to leave the company. From a practical standpoint, what this study teaches us is that improving human resources policies helps organizations improve both employee job satisfaction and organizational commitment, and decrease employee turnover. In previous recently published works we have delved into the impact that other factors such as organizational support [26], organizational health and safety [27] or team autonomy and emotional intelligence [97] have on the well-being of workers and their turnover intention, thus achieving a broader analysis that includes different labor factors and helps us understand more broadly the relationships between them, an analysis that we hope to improve by including new aspects of internal corporate social responsibility in our study.

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Not applicable.

### **Informed Consent Statement**

Not applicable.

### **Data Availability Statement**

Data is available upon request from the corresponding author.

### **Conflicts of Interest**

The authors declare no conflict of interest.

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