

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Examining the Influence of Internal Social Responsibility on Employee Turnover Intention in Sierra Leone's Banking Sector: Mediating the Effect of Job Satisfaction and Moderating the Effect of Organizational Commitment. (Case Study: - Rokel Commercial Bank (SL) Ltd.)

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration (MBA), Specialization in Management.

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April, 2026

Addis Ababa, Ethiopia

DECLARATION

I hereby declare that the research on my thesis entitled "Examining the Influence of Internal Social Responsibility on Employee Turnover Intention in Sierra Leone's Banking Sector: Mediating the Effect of Job Satisfaction and Moderating the Effect of Organizational Commitment" was done by myself under the supervision and guidance of Dr. Zelalem Gebretsadik.

It is my original work and has never been submitted for the award of any degree or diploma to any university or institution of higher learning.

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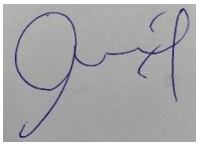
STATEMENT OF CERTIFICATION

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Eunice Sally Lungay, entitled "Examining the Influence of Internal Social Responsibility on Employee Turnover Intention in Sierra Leone's Banking Sector: Mediating the Effect of Job Satisfaction and Moderating the Effect of Organizational Commitment," submitted in partial fulfilment of the requirements for the Degree of Master of Business Administration (Management), complied with the regulations of the university and the accepted norms of originality and quality.

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Date 22-June-2026

External Examiner: Dr Chala Dechassa Signature 

Date 22-June-2026

Advisor: Dr. Zelalem Gebretsadik Signature 

Date 22-June-2026

DEDICATION

I dedicate this thesis to my beloved parents, **Ambassador Mr. Duwai Sellu Lungay** and **Mrs. Jeneba Henrietta Lungay.** your unwavering and endless love, support, sacrifice and encouragement has always been the bedrock of my success.

ACKNOWLEDGEMENT

I owe the successful completion of this research untaken to the exceptional support I was given by various individuals. First and foremost, I say thanks to God Almighty for granting me the wisdom, strength and perseverance for having completed this work successfully.

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LIST OF ABBREVIATIONS

ISR: Internal Social Responsibility

RCB: Rokel Commercial Bank

OC: Organizational Commitment

JS: Job Satisfaction

TI: Turnover Intention

TCM: Three Component Model

SET: Social Exchange Theory

CSR: Corporate Social Responsibility

SEM: Structural Equation Modelling

ABSTRACT

Employee retention has become a critical challenge in Sierra Leone's banking sector due to increasing competition for skilled labor, particularly from foreign and Pan-African banks. While many banks invest significantly in external Corporate Social Responsibility (CSR) activities, limited attention has been given to Internal Social Responsibility (ISR), which focuses on employee welfare through training and development, health and safety, work-life balance, and organizational justice. This study examined the influence of Internal Social Responsibility on employee turnover intention at Rokel Commercial Bank (SL) Ltd, while investigating the mediating role of job satisfaction and the moderating role of organizational commitment. The study was anchored on the Social Exchange Theory. A quantitative, explanatory, and cross-sectional research design was employed. Data were collected from permanent employees of Rokel Commercial Bank branches within the Western Area of Sierra Leone using a structured questionnaire. The study adopted stratified random sampling to ensure representation across management and non-management staff categories. Data were analyzed using advanced statistical techniques, including Structural Equation Modeling (SEM) and Hayes' Conditional Process Analysis, to test both mediation and moderation effects. The findings revealed that Internal Social Responsibility significantly influences employee turnover intention. Employees who perceived higher levels of ISR practices reported greater job satisfaction and lower intentions to leave the organization. The results further indicated that job satisfaction serves as a significant mediating mechanism through which ISR affects turnover intention. Additionally, organizational commitment was found to moderate the relationship between job satisfaction and turnover intention, such that employees with higher levels of commitment exhibited lower intentions to leave even when job satisfaction declined. The study concludes that Internal Social Responsibility is a strategic human resource management tool capable of enhancing employee retention in Sierra Leone's banking sector. It recommends that Rokel Commercial Bank and other financial institutions prioritize employee-centered policies, including career development opportunities, fair treatment, workplace safety, and work-life balance initiatives. The study contributes to the limited literature on ISR in Sierra Leone and provides empirical evidence supporting the application of a moderated-mediation framework in understanding employee retention behavior within developing economies

Keywords: Internal Social Responsibility, Job Satisfaction, Organizational Commitment, Turnover Intentions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 The Global Shift: From Shareholder Primacy to Stakeholder Welfare

The modern business landscape has changed, particularly reflecting the role of the corporation in society. Historically, corporations in the United States of America (U.S.A.) operated under Friedman's doctrine of shareholder primacy, placing the responsibility of business within the realm of profit maximization. The early 21st century opened the door for a different approach, in particular, the Stakeholder Theory espoused by Freeman which led the charge in asserting that organizations ought to create value for all stakeholders, beyond just the investors. Arguably, employees remain the most important stakeholders, and as the intellectual and operational drivers of any firm, their role is critical.

The impact of COVID-19 on businesses and on the world economy has been studied by many researchers. In this regard, (Smith, 2024) explained how the psychology of contracts shifted post COVID-19 period in banking. Contracts shifted away from purely monetary expectations and focused more on holistic supportive experiences, including psychology.

In the global banking sector, this shift has now become operationalized through the lens of Corporate Social Responsibility (CSR). The scholarship on early CSR tended to externalize their primary focus on the environment and philanthropy. Recent scholarship, however, has pivoted to Internal Social Responsibility (ISR). According to (Auguinis, 2012), the hallmark of ISR focuses on justice, work-life balance, safety and health, and employee training and development.

Nevertheless, this theoretical evolution is met by a 'War for Talent' considering all aspects in the global banking industry. (Deloitte, 2022) - Reported that financial institutions have the highest voluntary turnover in all industries, and it is due to what is described as burnout, and a psychological detachment from the firm. This universal phenomenon is the backdrop for the examination of the potential of ISR as a retention strategy.

Moreover, the ’mechanism’ of how ISR is related to retention is understood in the context of Social Exchange Theory (SET). In the words of (Blau, 1964), social interaction is based on an exchange of some benefit. When a firm regards its employees as an economic resource that is worth investing in, through say, robust ISR, it is likely to create what is called a ‘norm of reciprocity’ to the employee . This gives rise to a psychological contract that goes beyond the traditional bargain of labor in exchange for salary. In the high-pressure and high-stakes arena of global finance, it has been suggested that this ’felt obligation’ is what constitutes deep levels of Job Satisfaction and Organizational Commitment. This position transforms ISR from a simple moral imperative to a vital lever in the financial services organization to ensure the retention of valued employees and minimize the risk of turnover (Cropanzano, 2005).

Additionally, the importance of ISR becomes even more pronounced because of the distinctive characteristics of the banking industry as a high-contact service sector. As described in the Service-Profit Chain model, there is a strong correlation between the satisfaction of employees in a given service (ISR) and the satisfaction of customers described (Heskett, 1994.). Banking services are highly commoditized, and customers’ perceptions, feelings, and interactions are the only differentiating factors. Therefore, neglecting the internal aspect of CSR could lead to turnover and cause a further decline in the brand value of the institution. When banks fail to create a positive internal atmosphere, they run the risk of creating a phenomenon in which the external promises associated with the brand would be in sharp contrast with the reality on the ground for the employees. This would lead to a loss in the value of the brand, and ultimately cause highly competent employees to leave for other companies that are more attractive with comprehensive value proposition for their employees that encourages them to stay on the job.

1.1.2 The African Banking Context: A Crisis of Retention

The last two decades have seen consistent growth in the African banking sector, attributed largely to the implementation of technology and strategies aimed at broadening the reach of financial services. This rapid growth, however, has not come without negative consequences. (Nwagbara, 2014.), described how in the banking industry in West Africa, namely, Nigeria, Ghana and Sierra Leone, the “Psychological Contract”, which refers to unarticulated mutual expectations and understanding between employer and employee, is quite often being breached.

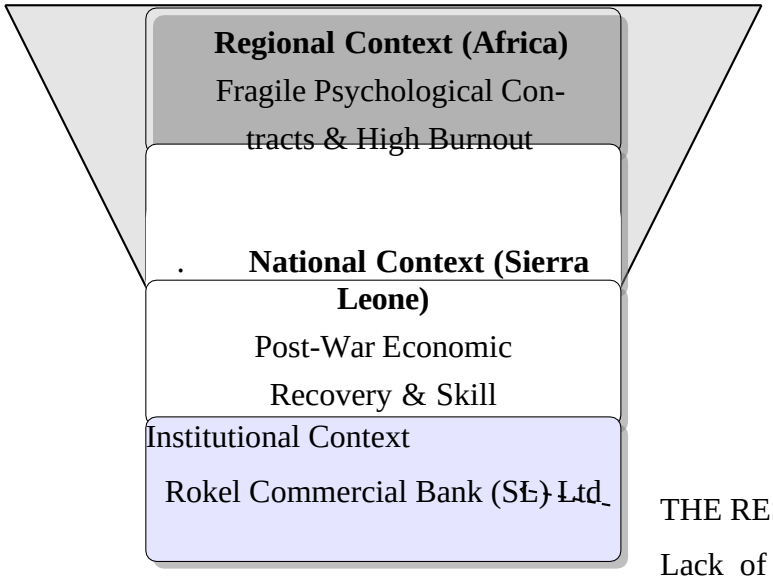
The majority of financial institutions in Africa are reported to be still making big financial returns. Behavioral patterns of some managers in defining ISR as a mere (dis) expense rather than as a (re) source of positive strategic outcome, is often observed to be the norm. Regionally, the majority of employees are not at all satisfied and as a result, stress and the perception of job insecurity becomes widespread, with the feeling that their institution does not care about their wellbeing (Ali, 2020.). This sense of dissatisfaction transcends the realm of Human Resource and could become an issue of systemic risk. High attrition could lead to loss of institutional memory, increase the propensity of fraud and weaken the good relationship with clients, which are fundamental to the business.

In addition, African banking is faced with a new and completely different kind of competition, driven by the cross-border growth of Pan African Financial Conglomerates. This new form of competition has led to the emergence of a 'war for talent' for individuals with scarce skills in risk management, compliance, and digital banking. In this context, financial compensation is proving to be an inadequate retention strategy. This is particularly said to be the case for many African economies that face inflationary pressures which often impact the real value of wages. In this regard, African banks are coming to the realization that retention is an issue that is complicated. The lack of integrated social responsibility (ISR) frameworks, such as inadequate career development opportunities or lack of work-life balance, makes local banks become susceptible to losing their best talents to multinational companies that are often perceived as providing better organizational support and a more defined career path (Debrah, 2006.).

In Africa, the discourse that is now surrounding CSR, tends to be marked by a prominent external/internal reality gap, whereby the external perception often starkly contrasts with the internal reality. The African banking sector, however, has often been praised for the high level of its philanthropic activities, ranging from community building to providing disaster relief, and securing socio-political legitimacy in the banking sector for fragile states (Amaeshi, 2006.). Nevertheless, the external generosity tends to suffer from a lack of internal accountability and scholars have referred to this phenomena as CSR hypocrisy. In many countries in the West African sub-region, internal social responsibility is often viewed to be voluntary because of the lack of strict and robust labor laws to enforce this obligation. In this situation that exists, the self-regulatory gap (or void) that is created, is what gives the banking sector the cause to pay more attention to their external, visible social stakeholders other than their internal social

stakeholders (i.e., the employees) that are not visible. This gap that often exists in the banking sector in Africa is widely known and recognized and it is evidenced by the external community contribution that is made by the organization, while the internal social conditions, of the African banking employee, are left unattended to and remain extremely poor. This gap that is seen between the external philanthropic works of their organization and the internal social conditions, creates a cynical perception of the organization and triggers the intention to leave, even in a labor market with low alternative employment opportunities (Adegbite, 2015.).

Figure 1. 1: The Contextual Funnel: Narrowing the Study Scope



THE RESEARCH GAP:

Lack of empirical evidence on ISR's role in retention within Sierra Leone

1.1.3 The Sierra Leonean Context and Rokel Commercial Bank

Sierra Leone has a unique context for this study. After the civil war that ended in 2002, the banking industry became the cornerstone of rebuilding the economy and the country. The Bank of Sierra Leone (BSL), contributed towards this effort by putting in place strict capitalization practices. Nevertheless, the regulations in the banking industry have often concentrated on monetary viability, leaving the regulations on staff practices unaddressed. Freetown, the capital city, has in recent times been witnessing heightened enthusiasm for skilled bankers. Massaquoi (2023), stated that in Sierra Leone's banking sector, human capital flight is largely motivated by the lure of institutions that provide better internal social structures and occupational shields in an uncertain economic environment.

Since the last financial year, the Sierra Leone banking industry has been dominated by intense competition and structural concentration, and is comprised of 14 licensed commercial banks that operate under the supervision of the Bank of Sierra Leone (BSL) which is the Central Bank and the Banking Act of 2019. In the industry there is a combination of indigenous, and state-owned banks which includes - Rokel Commercial Bank (RCB) and Sierra Leone Commercial Bank (SLCB) that have the largest share of the country's customer base, with branches across the country. There are also a good number of foreign commercial banks, mostly, Nigerian and Pan-African banks, and includes - Zenith Bank (ZB), Guaranty Trust Bank (GTB), United Bank for Africa (UBA), and Eco-Bank (EB), that operate as subsidiaries.

The banking industry in Sierra Leone has been positively impacted by the financial resources of the foreign banks, and this in turn has helped improve the sector by bringing in digital banking that has led to increased competition. This improvement in the banking industry has helped to create a stratified labor market in which the banks, especially the foreign subsidiaries, are offering high salaries to attract or buy over employees from the indigenous banks that rely on their prestige and offer of employment security. Highly qualified employees are now seen to be frequently changing jobs and moving between indigenous banks to the foreign owned banks, which has now left the employment and staff situation in the domestic banks in a precarious situation of staff retention.

Rokel Commercial Bank Limited (RC Bank) is one of Sierra Leone's key financial institutions operating in the banking sector in the length and breadth of the country. It was established in 1971 as a branch of Barclays Bank DCO, and stands as one of Sierra Leone's oldest and most influential financial institutions. Over the past five decades, the bank has undergone significant transformation. In 1971, it was locally incorporated as Barclays Bank of Sierra Leone with partial Sierra Leonean ownership. Following the government of Sierra Leone's acquisition of majority shares in 1999, the bank was renamed as Rokel Commercial Bank (SL) Ltd, symbolising a new era of indigenous ownership and national financial stewardship. The name 'Rokel' is derived from the Rokel River, the longest river in Sierra Leone, symbolizing the bank's national reach and foundational strength in the country's financial landscape. Over time, Rokel Commercial Bank has grown in network of branches across Sierra Leone, reinforcing its position as a major player in both retail and corporate banking and promoting financial inclusion and also supporting socio-economic development across Sierra Leone.

As part of its strategic transformation, Rokel Commercial Bank has invested heavily in digitalization, human capital development and corporate governance reforms. The introduction of electronic and digital banking platform such as mobile banking, online banking services and ATM expansion has significantly enhanced its service delivery and competitiveness within the sector. Moreover, the bank has demonstrated a continuous commitment to strengthening internal structures, improving customer experience and fostering a responsible organizational culture.

However, the RCB, like other commercial banks has been facing a number of staff challenges due to the erosion of its employee base that is caused by the brain drain phenomenon. With the entry of new Pan-African banks in the industry in Sierra Leone, using aggressive recruitment techniques, the RCB may be approaching a point where it would be unable to retain its mid-level managers and technical employees because of the stiff competition for skilled and trained personnel in the banking industry. The apparent paradox in the case of the RCB is that as the bank engages in extensive External CSR (e.g., sponsoring national sporting events and community development), its Internal CSR processes are more likely to be ignored. This will therefore create the risk of its employees perceiving a 'CSR Gap' in which the bank would be seen to be Good on the Outside and Bad on the Inside. By the Social Exchange Theory (Blau, 1964), the bank's poor investment

in meeting the social needs of its employees (ISR) may result in their low morale and loyalty and, hence, trigger high Turnover Intention.

1.1.4 Mission, Vision and Values of Rokel Commercial Bank

Mission: - To provide banking and related financial services in a manner that builds strong, lasting and satisfying relationships with customers, employees, shareholders and the communities in which the bank operates.

Vision: - Creating Opportunities.

Values: - Customer-centricity, integrity, excellence, innovation and community engagement

1.1.5 Products and Services Offered by Rokel Commercial Bank

Deposit Products: - fixed deposit account, foreign currency accounts, kids savings account.

Card Products: - Visa prepaid card, Visa classic debit card, Rokel korpor card.

Agency Banking: - Enable customers in underserved or remote areas to deposit, withdraw or perform basic banking without visiting a bank.

Safe Custody: - The bank offers safe custody for customers who wish to store valuable items or documents.

Digital Payments and Transfers: - QR-code payments, Card less ATM Service, transfer service include both local, interbank, RC Bank-to-RC Bank, international via SWIFT and remittances using Western Union, MoneyGram, Ria etc.

1.2 Statement of the Problem

The banking sector in Sierra Leone consist of 30.8% of the country's GDP. Evidence from African banking industries indicates that annual employee turnover rates range between 12% and 25%, while employee turnover intention levels has frequently exceeded 30% among banking professionals. However, the employee turnover intention rate in Sierra Leone's banking sector has increased rapidly from 12.5% to 28.1% within the past five (5) years.

Despite being a highly prestigious and successful player in the market, Rokel Commercial Bank

is said to be experiencing a paradoxical problem of high turnover intention among its employees. Although turnover can be seen as a problem of an organization, high voluntary turnover, in particular, is often viewed as a sign of failure of the organization's internal management. The repercussions of such a situation developing on RCB can have serious impact on two key areas:

i. Financial Impact: In Sierra Leone, the average cost of replacing a banker is estimated at 150% of the annual salary of the banker, which is attributable to the costs linked to recruitment and training.
ii. Service Impact: The bank's ability to offer high and consistent level of services would be compromised, and this in turn will erode confidence and trust that the bank has built.

Many of the literature on banking in Sierra Leone has always been focused on the financial side of the business or in the satisfaction of customers. There has been little or no empirical study on the human side of banking. For example, Human Resource (HR) Managers tend to spend more financial resources (salaries) to comply with Herzberg's Hygiene Factors, and ignore "Motivators" like organizational justice and care which are provided for by ISR.

Furthermore, the mechanisms of this relationship remain unexplored. We still do not understand what the effect of ISR is on turnover in the particular context of Sierra Leone. Do they work in silos? Does ISR have to first create Job Satisfaction? More so, does a high degree of Organizational Commitment insulate the consequences of adverse work conditions? These are questions that we needed to find answers to in this study.

Without empirical evidence to address the above questions, Rokel Commercial Bank would have been reserving the retention battle blindfolded. This study therefore attempted to build a model to address this gap by directly linking ISR to retention outcomes through satisfaction and commitment as shown in **figure 1.2.**

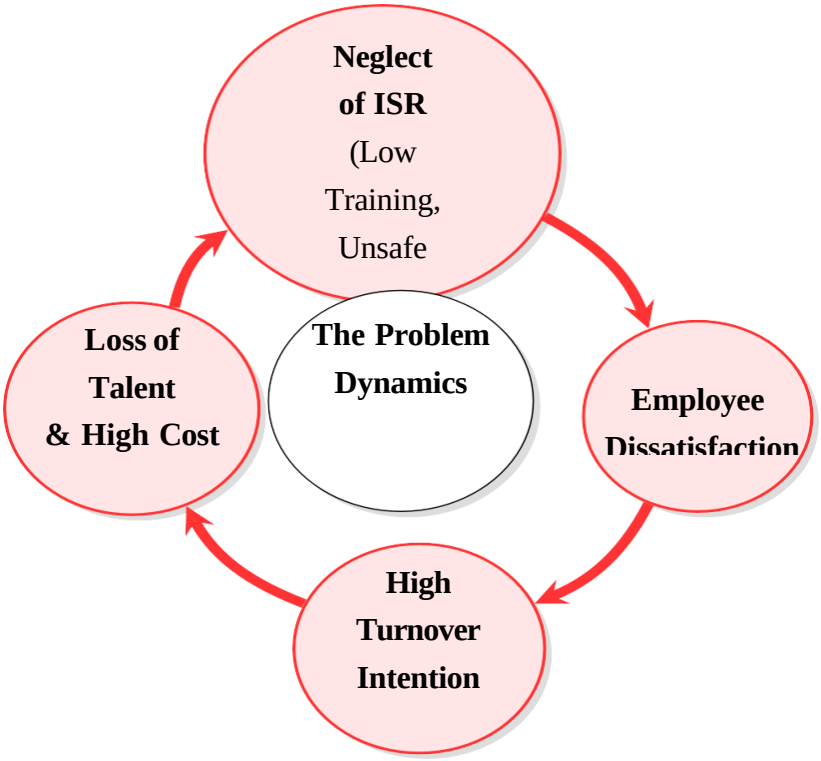


Figure 1. 2: The Vicious Cycle of Low ISR and High Turnover in SL Banking

1.3 Research Objectives

1.3.1 General Objective

The main research objective of this study is to examine the effects of Internal Social Responsibility (ISR) on Employee Turnover Intention at Rokel Commercial Bank with Job Satisfaction as a subordinating factor and the possible moderating effects of Organizational Commitment.

1.3.2 Specific Objectives

With this framework in mind, the study aims to accomplish the following:

i. Evaluate the extent of Internal Social Responsibility (Training, Health Safety, Work-Life Balance, and Compensation) practices as understood by the employees of Rokel Commercial Bank.
ii. Test the correlation between ISR and Employee Turnover Intention.

iii. Examine the extent to which Job Satisfaction acts as a mediator in the relationship between ISR and Turnover Intention.
iv. Analyze if Organizational Commitment is a moderator in the relationship between Job Satisfaction and Turnover Intention (i.e., Does commitment inhibit the desire to leave?).

1.4 Research Questions

i. To what extent does Rokel Commercial Bank practice Internal Social Responsibility as perceived by its workforce?
ii. What is the statistical impact of ISR on Employee Turnover Intention?
iii. Does Job Satisfaction significantly mediate the link between ISR and Turnover Intention?
iv. Under what conditions of Organizational Commitment does the relationship between Job Satisfaction and Turnover Intention change?

1.5 Significance of the Study

1.5.1 Theoretical Contributions

This research contributes to the academic discourse by substantiating the Social Exchange Theory (SET) in the context of a developing economy. Western countries have endeavored to publish most of the research conducted on SET. This study examines the applicability of the "norm of reciprocity" in Sierra Leone, a country characterized by high unemployment, which may lead employees to be, theoretically, more accepting of substandard ISR (Blau, 1964). Additionally, the research contributes to studies conducted on ISR in the collection of the, College of Business and Economics, at Addis Ababa University that could guide policy makers and for further research to be undertaken in the context of the Hayes (2017) moderated-mediation framework.

1.5.2 Managerial Implications

Rokel Commercial Bank Management findings will transform ISR from "charity" to "strategy." It will offer;

i. A diagnostic scorecard of which dimensions of ISR (e.g., training vs. safety) are most appreciated by employees.
ii. Evidence to support the budget concerning employee well-being initiatives.
iii. Pathways to improve Organizational Commitment to ensure protective cushioning from

turnover.

1.5.3 Policy Implications

To the Government of Sierra Leone and the Bank of Sierra Leone, there are implications of having to regulate Internal CSR. It posits that financial stability and human capital stability are interdependent

1.6 Limitation of the Study

A major challenge experienced in this study was the limited time-frame and resource constraint that was encountered in conducting the research and in the collection of data. It was also limited to just one of the commercial banks operating in Sierra Leone. Findings from the study therefore, could not be generalized to the broader banking sector as data collected from only one commercial bank was not enough to give a true reflection of the research on the topic that was investigated in the banking sector in Sierra Leone.

Addressing these limitations through comprehensive research and data collection from other commercial banks within the banking sector and by careful interpretation of the findings, it can help to enhance the credibility and validity of the conclusions of this study. Additionally, acknowledging these limitations in the research findings could help contextualize the results and guide future research efforts.

1.7 Scope of the Study

The geographical scope of the study included the headquarters of the bank in the capital Freetown and other branches within the Western Area. with focus on Training, Health/Safety, Diversity, and Work-Life Balance used as an Independent Variable, and Turnover Intention as the Dependent Variable. The scope of the study also covered a five year period from (2020 – 2025) and it examined mainly, the influence of internal social responsibility on employee turnover intention in the banking sector in Sierra Leone with Rokel Commercial Bank as a Case Study.

1.8 Definition of Key Terms

To ensure conceptual clarity and avoid ambiguity, the following operational definitions were adopted for the variables and theoretical constructs used in this study:

Internal Social Responsibility (ISR)

ISR refers to the policy-driven practices of an organization that are specifically directed towards the psychological and physical well-being of its internal workforce. Unlike external CSR, which targets community or environmental stakeholders, ISR focuses on the "internal stakeholder" (the employee). In the context of this study, it is operationalized based on (Turker, 2009.) Framework, encompassing five key dimensions: health and safety protocols, training and career development, work- life balance, organizational justice/fairness, and human rights protection within the workplace.

Turnover Intention (TI)

TI is defined as the subjective probability that an employee will leave his/her current organization within the near future (Mobley, 1982). It is distinct from actual turnover; rather, it is the conscious and deliberate attempt to seek alternative employment. For this research, Turnover Intention is treated as the ultimate dependent variable, serving as the most accurate proxy for actual turnover behavior, as behavioral intention is consistently the strongest predictor of actual behavior in organizational psychology (Tett & Meyer, 1993).

Organizational Commitment (OC)

OC is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership. In this context, the study adopted the Three-Component Model (TCM) by Meyer and Allen (1991), which categorizes commitment into three components:

i. Affective Commitment: Emotional attachment to the bank (staying because they want to).
ii. Continuance Commitment: Perceived cost of leaving (staying because they need to).
iii. Normative Commitment: A sense of obligation (staying because they feel they ought to).

Job Satisfaction

Defined by (Locke, 1976.) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." It acts as an evaluative judgment of the degree to which the job meets the employee's needs. In this study, it acts as the mediating variable, representing the emotional mechanism through which ISR practices are translated into behavioral loyalty. It also encompasses both intrinsic factors (achievement, recognition) and extrinsic factors (pay, supervision).

Psychological Contract

Refers to the unwritten, implicit set of mutual expectations and obligations between the employee and the employer (Rousseau, 1989.). In the Sierra Leonean banking context, this extends beyond the written employment contract to include expectations of safety, respect, and support. A breach of this contract (e.g., poor ISR) is hypothesized to trigger turnover intention.

Social Exchange Theory (SET)

The sociological framework underpinning this study, posited by (Blau, 1964). It suggests that social behavior is the result of an exchange process. The theory argues that when an organization provides benefits (ISR) that exceed the employee's expectations, a "norm of reciprocity" is triggered, compelling the employee to repay the organization with loyalty and commitment.

1.9 Structure of the study

The structure of this study is divided into five chapters. The first chapter is the Introduction which gives the background of the study, statement of the problem, research objectives and questions, limitation and scope of the study, and significance of the study. The second chapter is a review of related literature highlighting some theoretical and empirical analysis of the works of scholars on the topic of this research.

Chapter Three deals with the research methodology and defines the research approach and design of the study. It also indicates the data collection method, instrument and measurement scale used

and the data analysis technique. Chapter four is a presentation of data collected, analysis, interpretation, and discussion of the findings of the study. Chapter Five deals with the Conclusion, Recommendations, and Suggestions for further research in the field of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter systematically reviews the theoretical and empirical literature pertaining to Internal Social Responsibility (ISR), Job Satisfaction, Organizational Commitment, and Employee Turnover Intention. It begins with the fundamental theories that underpin the study and goes on to provide clarifications on the concepts pertaining to the relevant variables. It finally integrates empirical evidence from different parts of the world, to identify any gap, and to formulate a conceptual framework with the accompanying hypotheses.

2.2 Theoretical Literature

2.2.1 Social Exchange Theory (SET) – The Primary Anchor

Social Exchange Theory (SET) developed by (Blau, 1964), helps in the understanding of the nature of the relationship between an organization and its employees. The SET claims that social behavior is the outcome of an exchange process where entities offer one another benefits based on the "norm of reciprocity". In contrast to economic exchanges, that operates on the basis of a legal contract and provides an immediate reciprocity, social exchanges are based on vague and unspecified obligations where one party's goodwill generates a felt obligation on the other to return the favor at an unspecified time in the future. In the case of the banking industry, when a bank such as Rokel Commercial Bank spends resources on Internal Social Responsibility (ISR) initiatives, it communicates to its employees that they are valued as partners not just economically. This creates an employee engaged in the form of a psychological contract where the employee believes the organization has invested in them. This perceived support from the organization triggers a SET response, which means there is a "felt obligation" on the employee's part to demonstrate a positive attitude at work, which translates to increased job satisfaction and a stronger emotional attachment to the organization.

Moreover, the extent of the commitment of the employees of the bank is often determined by the

level of equity and stability of the managerial exchanges. When a bank invests in the career prospects and health security of its employees, the social credit the bank builds with the employees helps cushion them from organizational stress. However, when the exchange is perceived to be unequal, the bank calls for high-performance with no internal social support, the norm of social exchange is violated, fostering organizational cynicism, thus leading to an increase in turnover intention as employees will try to re-establish equity for the exchange elsewhere.

2.2.2 Stakeholder Theory (Internal Stakeholders)

Stakeholder Theory, pioneered by (Freeman, 1984.), broadens the corporate focus from solely considering shareholders to recognizing accountability to any group impacted by their activities. Earlier, traditional Corporate Social Responsibility (CSR) literature focused more on external stakeholders like the community and the environment. With respect to the Internal Stakeholders, especially the employees, the Stakeholder Theory provides the moral and strategic rationale for focus on the employee. This is because quality service is critically dependent on the employees.

The Internal Social Responsibility (ISR) is the application of Stakeholder Theory at the organizational level. Employees are required to provide the bank with the intellectual capital and risk management competencies essential for organizational survival, but the organization is expected to provide more than the financial remuneration. Adequate remuneration is expected to be accompanied with safe working conditions, equitable and just arrangements in promotion, and work-life balance. A bank that does not satisfactorily meet these internal stakeholder needs, for its employees, suffers the risk of 'stakeholder withdrawal' and in the labor market, this is manifested as voluntary turnover and can lead to the loss of institutional memory.

Competitors find it hard to copy the unique advantage which comes from strategically managing internal stakeholders through ISR. In the Sierra Leonean banking market, the digital products involve a human touch that is the employee and the human element is the biggest differentiator. According to the stakeholder theory, a bank that meets the internal social needs of its employees, creates a sense of loyalty to the bank, and that loyal employee is predisposed to provide better service to the customers. This creates a positive cycle of high value creation to the employees and

also to the shareholders outside.

2.2.3 The Three-Component Model of Organizational Commitment

(Meyer, 1991)'s TCM suggested a way to understand the different dimensions of the relationship between an employee and an employer. They identified three different types of organizational commitment. The first type is Affective Commitment. This type explains the extent to which an employee identifies with the organization. In this case the employee stays because he/she "wants" to. This type is most affected by the IR practices as the employee feels part of the organization and remains emotionally committed. The second type of commitment is the Continuance Commitment. This type of commitment is influenced by the employee's perceived consequences of separation from the organization. The employee stays because he\she "needs" to stay either because of lack of other job opportunities or because of the loss of certain benefits. In a developing country like Sierra Leone, the volatility of the job market contributes to a high level of discontinuance of commitment. The third type of commitment is the Normative Commitment, which is the feeling of "ought to" remain with the organization. This feeling is usually developed when the employee decides to stay because the organization has provided training opportunities or personal support.

In the study, the three types of commitment act as a unit. While job satisfaction initiates a reason for remaining, organizational commitment, especially affective and normative serves as a psychological grounding. Commitment at some level can override the deleterious effect of temporary job dissatisfaction on turnover intentions. This work seeks to understand, through the lens of Meyer and Allen's model, the commitment type(s) and their relationship with ISR as a determinant in the bank-related decision process of employees at Rokel Commercial Bank.

2.3 Conceptual Literature

2.3.1 Dimensions of Internal Social Responsibility (ISR)

Internal social responsibility (ISR) refers to the policies and practices that companies use to provide better welfare services for their employees. In contrast to the other forms of CSR that looks outward to the community and environment, ISR on the other hand looks inward to the organization itself. In this research, ISR is analyzed looking at different perspectives drawn from

the key pillars of ISR, namely, Training and Career Development, Health and Safety, Organizational Justice, and Work-Life Balance. This is how the "social" component of the Environment, Social, and Governance (ESG) framework is understood in regard to the human resource of a company.

The first two components of Training, Health, and Safety, cater for the growth and security aspects of the employee. Training helps to equip employees with the required competencies for the digital banking sector, while Health and Safety measures help to do away with the risk of psychological and physical harm in the workplace. The other two components, that is, Work-Life Balance and Organizational Justice, cater for the relational and moral aspects. Work-Life Balance recognizes the employee's other commitments beyond the office, and Organizational Justice demands that rewards and disciplinary measures should be unbiased, and free from favoritism, or nepotism.

Banks that are able to score high in all the four dimensions are often able to enjoy the reputation of a Socially Responsible Employer. This is a recognition that is important for an employee's sense of job satisfaction. In the absence of this recognition, an employee can become entrapped in a cycle of dissatisfaction. An example is when an employee is highly paid, but has no flexibility in work-life balance. When this occurs, an employee may feel economically compensated, but socially, feel exploited. This feeling will, almost certainly, increase the employee's intention to leave the organization.

Table 2. 1: Operational Dimensions of ISR for the Study

Dimension	Conceptual Description
Training & Dev.	The bank's commitment to upskilling and clear promotion paths.
Health & Safety	Provision of medical insurance, mental health support, and safe tools.
Work-Life Balance	Policies on flexible hours, parental leave, and overtime management.
Org. Justice	Fairness in decision-making and transparency in performance appraisal.

2.3.2 The Concept of Job Satisfaction (Intrinsic vs. Extrinsic)

Job Satisfaction is generally described as an evaluative constructive mental phenomenon that is catalyzed by either negative or positive effects from one's job or job experiences. The phenomenon can be described as an evaluative phenomenon that is subdivided into intrinsic and extrinsic aspects. Intrinsic satisfaction is associated with the internal job rewards of achievement, work challenge, and employee autonomy. On the other hand, extrinsic satisfaction is associated with external job rewards like pay, quality of supervision, and working conditions (that are influenced by ISR).

Job satisfaction, and by extension, ISR is primarily meditated from an extrinsic perspective, and while that is true, there are intrinsic aspects. For example, with ISR, when banks invest in training, the employee's competence in the bank is enhanced, which in turn improves the employee's intrinsic satisfaction. Further, with ISR, the safe and fair environment improves extrinsic satisfaction. All the aspects discussed constitute a composite of the job appraisal and directly determines the overall morale of the employee.

Job satisfaction can be inconsistent in the banking industry because of the nature of the work, the pressure of the working environment, and the presence of sales targets. Under such circumstances, ISR could serve as a stabilizing factor. High job satisfaction is of course not a metric for the sake of feeling good, it is an important metric for an organization, and in fact significant research has demonstrated its relationship with organization outcomes such as reduced absenteeism, increased customer satisfaction, and most pertinent to this research, reduced job (turnover) thinking.

2.3.3 Determinants of Employee Turnover Intention

An employee's turnover intention is the chance that he/she will leave an organization in the foreseeable future. This intention is seen as the best predictor of actual turnover behavior because it is the most advanced cognitive withdrawal stage that an employee can attain. A person's turnover intention is influenced by many factors, which could be individual, such as, somebody's age and time spent in an organization, or situational, such as, the labor market's current conditions, as well

as organizational elements that includes leadership style, ISR, and salary).

The primary causes of voluntary turnover in an organization in the financial services sector are especially concerning when the psychological contract is perceived by employees to have been broken. For some employees, if they feel that the bank is not socially responsible towards them, and are seen to be promoting unfair practices and ignoring their health needs, they will start doing "cost-benefit analysis" whether to remain with the bank or not and then take a decision. They will then begin to actively look for other job opportunities elsewhere, as it is the case in Sierra Leone where there has been an upsurge of foreign Pan-African banks that has brought about a "pull effect" in the banking industry for the locally available skilled labor in this sector.

Analyzing the factors affecting turnover intention is therefore crucial to the profitability of Rokel Commercial Bank. Losing a talented and skilled bank worker can incur direct further expenses on new recruitment and training (which can sometimes go up to 150% of the annual salary of one skilled personnel), and indirect expenses that are associated with client relationship can lead to loss and team morale. The study has identified ISR as a negative determinant of turnover intention and will therefore be able to offer to management the opportunity for a strategic response to the concerns outlined.

2.4 Empirical Literature Review

2.4.1 ISR and Employee Outcomes in the Global Banking Sector

All recent works in the area of employee retention illustrates the role of Internal Social Responsibility in retention. Aguinis and Glavas (2012), described the effect of Internal Social Responsibility on employee engagement and turnover as counter prophetic. Within the global banking studies, Internal Social Responsibility initiatives, considered as "organizational justice" are often valued more than remuneration and loyalty to the organization, especially with the younger employees. In the last few years, the retention and Internal Social Responsibility correlation have been further deepened. Ahmad et al. (2022), showed that within the global banking sector, Internal Social Responsibility is a "must" to be considered in relation to employee engagement within the goals of an organization to ensure their retention.

Recent studies in European financial institutions have shown that Internal Social Responsibility is a valuable component of “Employer Branding.” In the last few years, the retention and Internal Social Responsibility correlation have been further highlighted. Using Structural Equation Modeling, these studies have shown that Internal Social Responsibility has a positive effect on the organizational climate, thus reducing burnout related to high-pressure financial work.

The "hypocrisy gap" has been documented across global literature as a noticeable trend. Some banks invest a lot of money in external CSR (charity) while ignoring ISR (employee welfare). In empirical studies, where this gap is wider, a phenomenon called moral decoupling occurs. Employees decouple from the organization, lose alignment with the organization’s values, and the intention to quit increases sharply, no matter how generous the external philanthropy is.

2.4.2 ISR and Retention in the African/West African Context

In Africa, the ISR literature is still said to be developing with some distinct characteristics in different regions. Nwagbara and Brown (2014), in their studies in Nigeria and Ghana, described the Nigerian banking sector to be suffering from a “perceived breach of the psychological contract.” For West African banks, they are often praised for sponsoring community initiatives, but, internally, however, extreme working hours and job insecurity are the most frequent reasons given for the high brain drain that occurs from Africa to North America and Europe. In the West African sub-region, the level of organizational care extended to employees is considered to be of utmost importance. Kusi et al. (2021), showed that in West African financial institutions, the rest of the ISR dimensions, other than the employee engagement, remain dormant without job satisfaction, thus indicating that local banks are required to give more attention to the internal stakeholders as a way of competing with the multinational local subsidiaries. The role of job satisfaction in mediating employment metrics has also been studied in East Africa, especially in Ethiopia and Kenya. Ali et al. (2020), undertook a study on the Ethiopian service industry and discovered that CSR initiatives directed towards employees had positive effects on performance, as well as negative effects on turnover. However, they also pointed out that in African economies where unemployment is high, employees may decide to stay in positions they do not enjoy due to high continuance commitment (i.e. when there are no other job options). In such cases, employees

may “disengage” from the position, and the actual turnover intention is then unmasked.

The aggressive competition in the West African banking sector, particularly in the Nigerian subsidiaries, has compelled local banks to innovate and enhance their employee retention strategies. Research has shown that indigenous banks without contemporary ISR frameworks in the West African region are seen to be losing their top and middle level management employees to foreign subsidiaries that provide better “social packages” that includes facilities for international mobility and comprehensive health insurance. This development that is prevailing in the banking industry, reinforces the need to conduct local studies in Sierra Leone to be able to establish evidence that would support the emerging trends within the sub-region and on the continent of Africa as a whole.

2.4.3 The Mediating Role of Job Satisfaction

The 'Mediation Hypothesis' indicates that ISR affects turnover intention because of a psychological mechanism. Extensive studies have observed that Job Satisfaction is a determinant of this psychological mechanism. Some research studies have also shown that Turnover Intention (the output), decreases as ISR practices (the input) helps to improve the work environment, thus leading to increased Job Satisfaction (the process).

Job Satisfaction in Turnover Intention models has been established to be the most reliable and strongest mediator (Tett & Meyer, 1993). It could be the case, if for instance, a bank gives employees the opportunity to determine their own hours (ISR), the employee would feel more satisfied with the work-life balance. This satisfaction would, in turn, reduce the employee's likelihood of looking for opportunities in another organization or other competitors, in the labour market with better job offer that they may be willing to accept. Without satisfaction, therefore, even the best of the ISR policies will not be enough to keep the employees on the job on a permanent basis.

Additionally, there is more to be said about the psychological mechanism of Job Satisfaction and how it affects the various aspects of ISR. Dual satisfaction pathways is said to be pivotal to both

intrinsic satisfaction and extrinsic satisfaction, for organizational justice and health/safety standards in the work place. This describes the intricate relationship and is one of the main reasons why it is necessary to justify the application of more complex econometric models like the Hayes' PROCESS to be able to investigate these indirect relations.

2.4.4 Organizational Commitment as a Buffer (Moderator)

Organizational commitment has been studied as an outcome of phenomena in a work environment. However, new perspectives have described organizational commitment as a boundary condition or moderator. Not every individual is said to have the same relationship with job satisfaction and the intention to leave. Those who have high affective commitment may experience a temporary decline in job satisfaction and not develop turnover intentions due to the emotional attachment to the organization. In this sense, commitment serves as a protective buffer. Commitment as a boundary condition is the new edge of HR research. It is posited by the author in the document that a moderated mediation approach is needed to see how organizational commitment can, in effect, block the flow of organizational dissatisfaction to turnover in highly bank stressed environments.

On the other hand, employees with low commitment can demonstrate turnover intention with very low job dissatisfaction. A financial sector empirical study found that moderate inhibition in this relationship is possible with what has been called Normative Commitment. A bank employee whom the bank has supported through a crisis may feel out of duty and morally obligated to remain employed, even when job satisfaction is low. Such employee, in a way, blocks the flow to turnover intention.

The "Moderated-Mediation" method stands out as the newest trend in research pertaining to organizational behavior. This method appreciates the process of retention as being dependent in nature. By investigating commitment as a moderator, this study goes beyond generalized correlations by offering a sophisticated explanation as to why some employees leave even when they are "satisfied" and conversely why some employees remain even when they are "unsatisfied." This research study will in turn help to equip Rokel Commercial Bank with better retention techniques that would be used to cater for the welfare of the different categories of its employees.

2.5 Research Gap

While there has been extensive worldwide research that has been conducted on ISR and retention, it is however, clearly evident that there is a 'Contextual Void' of studies in this area, when it comes to the Sierra Leonean banking sector. Most of the Sierra Leonean studies available on this aspect are centered on either financial performance (Profitability), or the financial satisfaction of its customers. There is little or no empirical work that has been done in the literature that has looked at Internal Social Responsibility (ISR) as a strategic human resource tool on the indigenous banks operating in Sierra Leone, including Rokel Commercial Bank that was taken as a case study in this research.

Moreover, although some studies have looked at Job Satisfaction as a tool for Mediation in other African markets, the case for Sierra Leone is the first that have been undertaken to examine the so-called "Moderated-Mediation" framework, with Organizational Commitment acting as a buffer, on what some have described as a "sacrificial" or "exemplar" approach. From the peculiar socio-economic conditions that often prevail in Sierra Leone, with high levels of inflation and segmented labour markets, Western-centric models are likely to miss the mark in the absence of some contextual calibration.

Consequently, there have been no well-founded local studies, as prior studies have shown no methodological sophistication and have therefore, largely been reliant on descriptive statistics. The present study was therefore intended to address the evident methodological gap that existed by using the Structural Equation Modeling (SEM), as well as the Hayes' conditional process analysis, so that the researcher would be able to set out a statistically sound selective map of the labour market in Sierra Leone's banking industry. This was therefore one of the first studies undertaken at research level in Freetown that empirically examined the relationship between ISR and retention outcomes using a complex moderated-mediation framework.

2.6 Research Hypotheses Development

2.6.1 The Link between Internal Social Responsibility and Job Satisfaction

According to the Social Exchange Theory, employees feel supported when the bank invests in their training, safety, and work-life balance initiatives. Bank employees' organizational support satisfies their socio-emotional needs and boosts their emotional state in regard to their work situation. Studies in the banking industry (Ali et al., 2020; Ahmad et al., 2022) affirmed the correlation between bank employees' happiness and the predictors of ISR dimensions.

H1: Internal Social Responsibility (ISR) positively influences Job Satisfaction at Rokel Commercial Bank.

2.6.2 Job Satisfaction as a Predictor of Turnover Intention

Prior to an employee deciding to remain with or leave an organization, job satisfaction denotes an employee's primary evaluative judgement. The withdrawal cognition model suggests that dissatisfaction triggers the pursuit of other job opportunities. In the banking market for Freetown, there is increased competition for talent from Pan-African banks, as dissatisfied employees are more likely to consider competing for other job offers. Some research studies have shown that as job satisfaction increases, the cognitive intent to quit normally decreases (Tett & Meyer, 1993; Smith et al., 2023).

H2: There is an established negative correlation between Job Satisfaction and Employee Turnover Intention.

2.6.3 The Mediating Role of Job Satisfaction

This study contends that ISR does not necessarily lower turnover; instead, it fosters a pleasant atmosphere that impacts the choice of staying. Organizational satisfaction is the psychological "bridge" that converts responsible social practices into actions. Loyalty, even with comprehensive frameworks, is unattainable without the emotional satisfaction. (Ahmad, 2022) Posited that psychological mechanism and satisfaction is the most vital element which ensures that the social responsibility of an organization is translated into the retention of employees.

H3: Internal Social Responsibility and Turnover Intention have a significant relationship that is mediated by Job Satisfaction.

2.6.4 The Moderating Role of Organizational Commitment

The importance of job satisfaction and its influence on turnover is often dependent on the employee's extent of commitment. (Abid, 2023.) noted that for employees with high levels of commitment, staying is normally tied to ‘emotional attachment’ or a ‘moral obligation’ that can “buffer” the impact of temporary job dissatisfaction. It indicates that the depth of an employee's commitment to the organization can meaningfully shift the association between satisfaction and the intent to leave.

H4: It is posited that Organizational Commitment moderates the relationship between Job Satisfaction and Turnover Intention. It is expected that the negative relationship is weakened for employees with high levels of commitment.

2.7 Conceptual Framework

Considering the review of the theoretical and empirical literatures on the study, the following conceptual framework was devised for the research that was done. It depicted the hypothesized connections between Internal Social Responsibility (the Independent Variable); Job Satisfaction (the Mediating Variable); Turnover Intention (the Dependent Variable); and Organizational Commitment (the Moderating Variable).

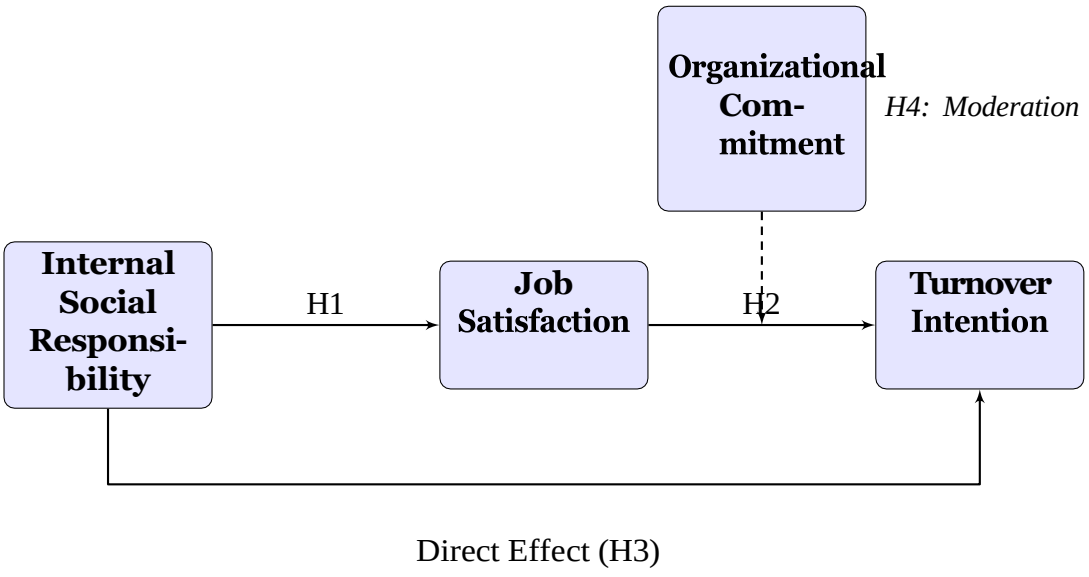


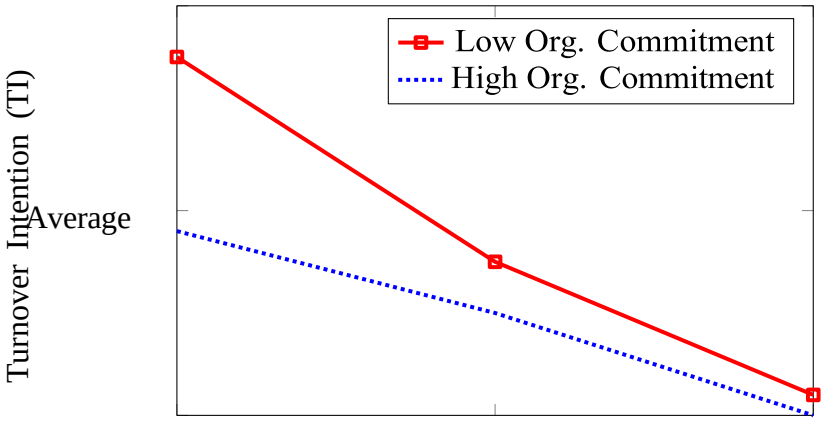
Figure 2. 1: Proposed Moderated-Mediation Conceptual Framework

2.7.1 Visualizing the Moderating Effect of Organizational Commitment

The interaction effects as hypothesized in H4 can be explained using a simple slope analysis. As shown in Fig. 2.3, there is a negative relationship between Job Satisfaction and Turnover Intention. The slope steepness is determined by the amount of Organizational Commitment. Among the less committed employees, the results from (the solid red line), is lower in satisfaction and greater with increased intention to quit.

On the contrary, greater organizational commitment (the dashed green line) results in a much lower slope. This privileged position is not warranted. The psychological commitment is not warranted, and the position of leaving the committed employee is lower than the less committed employee due to the moral (Normative Commitment) or emotional (Affective Commitment) that is attached to Rokel Commercial Bank.

Figure 2. 2: Moderating Effect of Org. Commitment High TI



Source: Author's Conceptualization based on Hayes (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a description of the methodological approach that was used to determine how Internal Social Responsibility affected turnover intentions at Rokel Commercial Bank in Sierra Leone. It described the journey from theory to measurement and showed how empirically, the work was done with utmost scientific quality. The other sections elaborated on the research design and philosophy, the demographic profile of the population studied, and the refined econometric methods, including the Structural Equation Modeling (SEM) method that was employed to test the proposed conceptual framework.

3.2 Research Design

The study employed a quantitative research design, predicated on the objective, measurement and statistical analysis of the social phenomena used in the study. The design was deemed to be appropriate for the study because it enabled the researcher to measure, with precision, the psychological constructs which included "Internal Social Responsibility" and "Job Satisfaction." The quantitative methodology adopted enabled the researcher to construct a statistically significant map of employee attitudes that was open to replication and verification by other scholars within the management discipline.

In addition, the research design was primarily explanatory and causal. The aim was not only to describe the extent of turnover that occurred at Rokel Commercial Bank, but to describe the mechanisms that explained the turnover intentions. In testing the pathways among ISR, satisfaction, and commitment, the explanatory design enabled the researcher to ascertain the "causal weight" of each dimension of social responsibility. This helped to provide the actionable data that was needed for management on specific policies, relating to training and justice that were likely to have the greatest effect on the retention of their human capital.

The study also employed a cross-sectional survey methodology and collected data at one specific moment in time from multiple branches of the bank in the Western Area of the capital, Freetown. Although longitudinal studies allow researchers to study a phenomenon over time, the study at hand tried to understand the prevailing 'organizational climate' and employee morale in a given time frame and from a specific economic context in the light of Sierra Leone's Banking Act of 2019. The study is therefore viewed to be purposeful in dealing with prevailing strategic issues of the bank.

3.3 Research Philosophy

The study followed a positivist research philosophy, which believes that social reality can be measured objectively through external observation. Within this paradigm, the researcher remained neutral and independent from the participants, and focused exclusively on the objective reality of the research. This approach permitted the researcher's neutrality, and guarded against researcher bias by the use of standardized tools and statistical techniques to identify potential 'universal' behaviors of the employees at Rokel Commercial Bank.

The author also applied a deductive reasoning approach, where it progressed from general theories to specific instances. In formulating the hypothesis, the author started with the broad social exchange theory and posited specific claims on the impact of ISR on turnover. In this context, the author attempted to empirically validate the abstract theory within the Sierra Leonean banking sector. This deductive approach consolidated the author's inner flow of logic, ensuring that each survey question is based on a scholarly established theory.

Positioning the study from a positivist perspective guaranteed both the scientific reliability as well as the scientific validity of the study. Given the approach adopted for the study using advanced econometric tools like the Stata 18 and Nvivo 15, the focus of the study was on definable and quantifiable constructs to get results that were of a generalized nature, and applicable to the banking sector in Sierra Leone. For the stakeholders of Addis Ababa University and the management of Rokel Commercial Bank, this approach was considered to be critical as it provided an evidence-based 'diagnosis' of the workforce, as opposed to just relying on the subjective

intuition of management.

3.4 Description of the Study Area

The study examined Rokel Commercial Bank (SL) Ltd (RCB) and its branches that were located in the Western Area of Sierra Leone. The headquarters of the bank is situated in the center of the main commercial district of the capital, Freetown along Siaka Stevens Street. It also has branches spread out in the Western Urban and Eastern Rural Districts of the Capital Freetown to which the study was limited in terms of geographical scope. But there are also branches of the bank operating in other parts of the country as well, especially in the provincial capitals of Makeni in the Northern Region, Kenema in the Eastern Region and Bo in the Southern region of Sierra Leone. The bank's branches are equipped with a range of services that cater for the diverse financial needs of the local population and the businesses in the country and overseas.

3.5 Population of the Study

The targeted population of the study included all the permanent full-time employees of Rokel Commercial Bank that were currently assigned to the bank's branches in the Western Area. This was also inclusive of employees at all levels of the bank's hierarchy, ranging from junior officers to senior executives, and in all functional units, including Credit, Treasury, Operations, and Compliance. It was only the permanent employees that were selected, to make up the population and sample for the study, given that they held the most enduring psychological contract in the bank, and were the most significant stakeholders of the bank's ISR policies.

The study however omitted the other categories of workers, which constituted temporary interns, contractors, and outsourced security and cleaning personnel. These groups were excluded from the study because the terms of their own employment were not included in the full spectrum of social entitlements, internal and external, whether for career development or health safety at work in the long-term that were the focal points of this study's independent variable. By concentrating on the core employees, the study ensured that the perceptions captured were from the employees that were central to the sustainability of the bank's operations.

In order to do the analysis of the entire population, it was deemed necessary by the researcher to analyze the population at the level of the management. This was considered to be important because the experience regarding “Work-Life Balance” and “Organizational Justice” varied significantly between, a Branch Manager and a Teller. The identification of this strata in the total population of the RCB employees that were involved in the study in the Western Area, helped the researcher to draw a sample that reflected the internal hierarchy of the bank and was therefore able to capture the voice of the entire workforce in the study.

3.6 Sampling Technique and Sample Size Determination

The study used one of the probability sampling methods that is referred to as stratified random sampling. The two strata of the population were divided into Management, i.e., those at the (Strategic and Tactical Levels) and Non-Management, i.e. those at the (Operational Level). This method provided an adequate representation of the sample from each level of the bank's hierarchy, relative to the size of the specific category in the overall population, thus protecting the sample from any form of bias to the larger junior staff population.

In order to derive the precise sample size that was needed to meet the required criteria for statistical validity, the sample size determination formula by Yamane (1967) was used. The Yamane formula is one of the parameters that was used to assess whether the sample was representative of the population of the study, within a confidence level of 95. The formula was given as follows:

$$n = \frac{N}{1 + N(e)^2} \qquad (1.1)$$

Where (n) is the sample size, (N) is the population, and (e) is the margin of error (0.05). By incorporating a mathematical formula to determine the sample size, added to the analytical rigor of the research ensured that the resultant SEM analysis had the Statistical power to identify the relationship of correlations between the variables.

After determining the sample size for each stratum, the participants were selected through a simple

random selection method within the defined strata. This was done by the use of a random number generator against the directory of the bank staff, so that each qualified employee had an equal and independent chance of being selected. This randomized selection was essential for reducing sampling bias and was a prerequisite for the advanced inferential statistics discussed in the subsequent chapters that followed.

3.7 Sources of Data and Data Collection Instruments

The primary data for the study was obtained from the employees of Rokel Commercial Bank in the study area. This primary data was essential for the study because it provided a unique insight into the 'lived experience' and psychological dimensions of staff's satisfaction and commitment, which could not have been found publicly available in the bank's financial records. Furthermore, it was only by internal stakeholder engagement that it was possible for the employees of the bank to provide the most relevant evidence that was needed for the study.

Data for the study was collected using a structured, self-administered questionnaire. To promote the use of internationally recognized and experimentally validated measurement scales, the questionnaire was structured to cover different aspects of the variables - 'Internal Social Responsibility' and 'Turnover Intention'. To assist respondents in creating a logical cognitive pathway, the questionnaire was organized into different sections, beginning with the demographic questions and concluding with the various components of the conceptual framework.

All the variables were assessed on a 5-point Likert Scale, ranging from ‘Strongly Disagree’ (1) to ‘Strongly Agree’ (5). The Likert scales were used because they are considered to be the gold standard in a research of this nature dealing with organizational behavior, as they provided the means of translating the qualitative expression of feelings into measurable quantitative values, that could be subjected to one of the parametric statistical methods to facilitate means, correlations, regression coefficients, and test the research hypothesis with mathematical precision.

3.8 Variable Measurement (Operationalization)

The variable Internal Social Responsibility (ISR) was analyzed by Turker's (2009) four dimensions

including: Training (access to skills), Health and Safety (well-being), Work-Life Balance (flexible schedules) and Organizational Justice (equitable promotion opportunities). Each of these dimensions were represented by 4 - 5 items to ensure that the fullest extent of the “Social” nature of the internal bank operations were captured.

The mediating variable, Job Satisfaction, was operationalized by the Minnesota Satisfaction Questionnaire (MSQ) framework and it was assessed both intrinsically and extrinsically. The moderating variable, which was Organizational Commitment was assessed by Meyer and Allen's (1991) Affective, Continuance and Normative commitment’s 3 component model. Lastly, the dependent variable, Turnover Intention was operationalized through Mobley (1982), and it primarily targeted the cognitive intent to quit and search for alternatives. This operationalization was essential, as these concepts of psychology were converted into variables. The use of measurable indicators demonstrated the rigor of the study as well as the high construct validity that was used to establish and validate the scales. This effort to relate variables allowed for the use of the Structural Equation Modeling (SEM) which employed these observed indicators to "build" the latent constructs in the statistical software.

3.9 Pilot Study (Validity and Reliability)

Prior to gathering the main data, a pilot study was done using 10% of the targeted sample size. To avoid "contamination," the pilot participants were drawn from a branch of the bank that was not part of the main survey. The aim of the pilot study was to find any poorly worded questions, gauge the length of time it would take to answer the questions, and determine if the survey logic was appropriate in the Sierra Leonean banking context.

The pilot study included 20 staff members of the RCB drawn from the branch in the Province. This study was done for the sake of evaluating the reliability of the instrument. The measure used to determine internal consistency was the Cronbach’s Alpha. The findings reported from the pilot study were given as follows:

Internal Social Responsibility ($\alpha = 0.84$)

- ✓ Job Satisfaction (α = 0.81)
- ✓ Organizational Commitment (α = 0.79)
- ✓ Turnover Intention (α = 0.88)

All scales exceeded the 0.70 threshold, indicating high reliability. Minor adjustments were made to the wording of three questions in the "Work-Life Balance" section that better suited the Sierra Leonean context based on participants' feedback.

3.10 Data Analysis Methods

3.10.1 Descriptive and Correlation Analysis

In the research that was conducted, a descriptive statistics was first used to create a profile of the demographic characteristics of the RCB employees, as well as to describe the mean levels of ISR and satisfaction. Next, the Pearson Correlation Analysis was conducted to examine the first instance of linear relationships between the aforementioned variables. This served as a diagnostic step in order to detect trends and to ensure that the data was multicollinearity free, prior to proceeding to the more sophisticated analyses.

3.10.2 Structural Equation Modeling (SEM)

By using the Stata 17, the core hypotheses was examined via the Structural Equation Modeling (SEM). The SEM was a sophisticated statistical method that analyzed multiple relationships between the latent variables, taking into consideration the measurement error. The study also utilized the SEM to analyze the influence of ISR directly on Job Satisfaction and Turnover Intention. To determine if the proposed model was consistent with empirical reality, it was assessed with the CFI, TLI, and RMSEA indices.

3.10.3 Mediation and Moderation (Hayes' PROCESS)

This study also applied the Hayes' PROCESS Macro logic to assess boundary conditions and indirect effects. Mediation analysis was done to determine whether Job Satisfaction was the conduit through which ISR lessened turnover. Next, a Moderated-Mediation analysis was done to evaluate whether Organizational Commitment would "buffer" this relationship. Such complexity

to the analysis was deemed necessary to determine the type of committed employees for which the "retention effect" of ISR was weakest or strongest.

3.11 Ethical Considerations

The study adhered to the highest rigors of research ethics. Consent was obtained from participants by a cover letter that was written to the management stating clearly, the aim of the study and that their participation was entirely voluntary. Respondents were told that they were free to withdraw their participation at any time, and that there were no consequences. The letter built the trust that was needed with the employees of the Rokel Commercial Bank, so they were honest in their responses as they were not forced to do so.

The study went to great lengths in protecting the participants and guaranteed anonymity and confidentiality. Neither names nor employee ID numbers were required. All data collected were stored on a password protected computer, and kept in locked drawers, to which only the researcher had access. Hard copies of the data collected were also well protected. The Management was also protected from identifying individual staff members by using aggregation. This was considered to be especially important by the researcher so that no one was to be put at risk of losing his/her job with the bank because of their responses.

Lastly, the study adhered to the institutional requirements that were set forth by Addis Ababa University by sending the official letter of introduction that was submitted to the HR Department of Rokel Commercial Bank to get the permission that was needed for the study on the bank and to administer the questionnaires to get the responses. These ethical measures allowed the researcher to strike the balance between conducting the research with integrity and protecting the rights of the participants and the bank's interest.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This Chapter deals with the analysis of data collected and results obtained from the study conducted among the employees of Rokel Commercial Bank (RCB) in the Western Area of Sierra Leone. The focus was mainly on the respondents' demographic profile, reliability analysis, descriptive statistics, correlation analysis, and hypotheses testing using the SEM and Hayes' PROCESS macro for moderated-mediation.

The analysis of the data described in the chapter attempted to provide some answers to the research objectives of the study. A descriptive analysis was used by the researcher to psychologically explain the behavioral aspects of employee retention in the banking sector in Sierra Leone, which is highly competitive. The findings for the first time tested Social Exchange Theory in the case of a developing economy. It also offered the necessary and sufficient basis to develop managerial retention strategies for RCB that would be discussed in the next chapter.

4.2 Data Cleaning and Response Rate

From the study sample, N=101, the valid responses obtained were entered into Stata. In the data cleaning process, the missing data and instances of dual responses (i.e. respondents that marked more than one job level) were addressed to maintain the integrity of the data. The final set of data among the 101 cases were statistically significant for the predetermined path analysis.

Moreover, in compliance with the rigorous data cleaning standard operating procedures, the researcher identified and addressed potential outliers and patterns of disengaged responses (including straight lining) on the Likert-scale items. Given the sensitive nature of the questions, data integrity was a priority. By creating a statistically clean data set without outliers, the researcher was able to minimize both the Type I and Type II errors in the data set. To this effect, the focus of the study was on the aspect of structural equation modeling and moderated mediation,

that gave valid results when the parameters of the study were estimated to represent the psychological climate and retention of the employees of the bank.

4.3 Demographic Profile of Respondents

The demographic makeup of the sample significantly added to the context of the findings. The catalog below captured the respondents' sex, job level, and branch location. Description of the respondents went beyond Britannica definitions, and were profiled by hierarchical positions and operational location which offered the perspective for evaluation of the bank's internal labor relations. Establishing the representative quality of the sample to the entire banking workforce in Sierra Leone, guaranteed that behavioral findings, such as job satisfaction and organizational commitment, were not prone to any extreme bias from disproportionate representation of an organizational sub-group. Mapping the demographic contours therefore aided the evaluation of a range of interests of the inferential statistics. The RCB's human resource department, identified the different employee subgroups (e.g., junior provincial staff versus headquarters management) that were at higher risk of human capital attrition.

Table 4. 1: Demographic Profile of Respondents (N = 101)

Variable	Category	Frequency	Percentage (%)
Gender	Male	56	55.45
	Female	43	42.57
	Missing	2	1.98
Current Job Level	Junior Staff	48	47.52
	Supervisor	23	22.77
	Middle Management	19	18.81
	Senior Management	11	10.89
Branch Location	Headquarters (Freetown)	65	64.36
	Provincial Branch	36	35.64

Table 4.1 illustrated the demographic and professional backgrounds of the 101 valid participants that guided the study's inferential findings. Focus was on the sample's demographic attributes that indicated the sample's capacity to provide reliable data on the structure of the Sierra Leonean banking sector. Considering the Gender Distribution, there was a slight male dominance in the sample, with male respondents accounting for 55.45% (n=56) compared to female respondents at 42.57% (n=43), with a small data omission of 1.98% (n=2). The fairly even representation of gender in the sample of the study helped to reduce gender bias and ensured that the views on Internal Social Responsibility (ISR) and Job Satisfaction were not isolated, but were rather reflective of a cross-sectional consensus across the entire branches of the bank.

In analyzing the current job level, the data as illustrated in Fig. 4.1, is a typical framework of commercial financial institutions. Most of the Junior Staff respondents 47.52% (n = 48), were at the bottom of the pyramid. This was followed sequentially by Supervisors at 22.77% (n = 23), Middle Management at 18.81% (n = 19), and Senior Management at the top with the narrowest base at 10.89% (n = 11). From a strategic human resource perspective, this junior-level and middle-management level, is extremely advantageous for a study of turnover intentions. These groups are the "engine room" of the bank's daily functions and also the most fluid part of the labor pool. They are the ones primarily targeted for recruitment by competing Pan-African banks in the Freetown market. Therefore, the choice of this group presents a significant threat and require measures that need to be taken to prevent the bank's risk of attrition in its workforce.

Thus, the Location variable of a branch of the bank, underscores the geographic distribution of the workforce and reaffirms the “center-periphery” pattern of Rokel Commercial Bank’s functioning. The vast majority of respondents, 64.36% (n=65), worked from the bank’s Headquarters in Freetown, while 35.64% (n=36) worked from the different Provincial Branches. Capturing over one-third of the responses from the provinces was one of the study’s critical methodological strengths. This was to ensure that the empirical models could not capture the “headquarters privilege” where more employees were located around the top management and privileged to receive better training and development opportunities, while the majority voices of the provincial staff experienced the greatest professional isolation, and faced the greatest disparity in terms of organizational justice.

The demographic profile affirmed that the data collected was not concentrated in one isolated corner of the organization. It was extensive enough and provided a solid transversal profile of the Rokel Commercial Bank, which increased the generalizability and reliability of the Structural Equation Modeling (SEM) and moderated-mediation analyses that was employed by the researcher in the study.

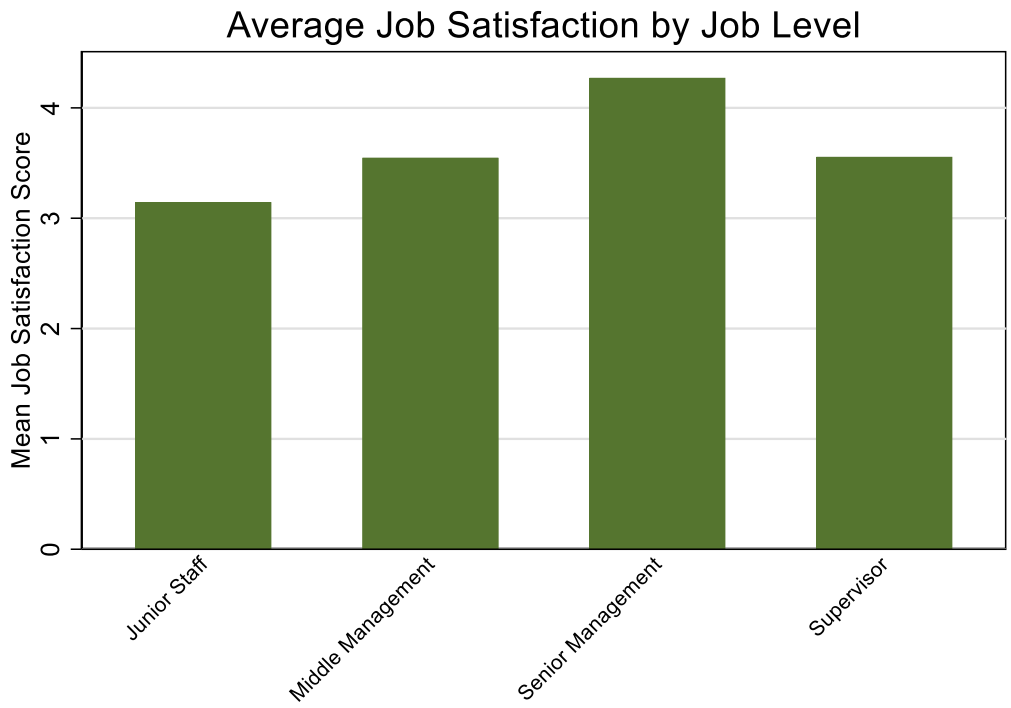


Figure 4. 1: Average Job Satisfaction across Organizational Hierarchy

4.4 Reliability Analysis

On collecting the data, the next step involved was to evaluate the psychometric properties of the measurement scales, to ensure the accuracy of the tool that was used in the study. Reliability was defined as the extent to which a measurement, or a series of measurements, were consistent regardless of the number of times the measurement was repeated. For this particular study, the author used the Cronbach's Alpha (α) to measure internal consistency by determining the average

inter-item correlation for a particular scale. For the purpose of this study, the researcher used a criteria that was developed by Nunnally and Bernstein (1994) and that of Hair et al. (2019), where the threshold for an accepted reliability was set at Cronbach's Alpha Coefficient of 0.70 or higher.

Table 4. 2: Reliability Statistics (Cronbach's Alpha)

Construct	Number of Items	Cronbach's Alpha (α)
Internal Social Responsibility (ISR)	12	0.9452
Job Satisfaction (JS)	5	0.8859
Organizational Commitment (OC)	7	0.8999
Turnover Intention (TI)	4	0.8747

The results showed that empirical evidence included a high level of internal consistency across all constructs as shown in Table 4.2. The Cronbach's Alpha calculations were between 0.8747 to 0.9452, showing scores that were well above the 0.70 threshold. The highest coefficient noted was for the Internal Social Responsibility (ISR) scale ($\alpha = 0.9452$). Generally, an alpha above 0.90 was considered to be excellent; however, the literature suggests that very high alphas can sometimes indicate item redundancy (DeVellis & Thorpe, 2021). Considering the ISR constructs, that health and safety, training, and work-life balance were all included, it is justifiable to state that the high coefficient means that all 12 items were operationally definable and indeed, are a function of the same latent factor.

The confidence interval in Job Satisfaction ($\alpha = 0.8859$), Organizational Commitment ($\alpha = 0.8999$), and Turnover Intention ($\alpha = 0.8747$) demonstrated the reliability of the scales in context of the study. Previous literature had shown the impact of both measurement reliability and measurement validity on inferential analysis; reliable measurement aided in reducing error to better understand valid findings. It was important as the regression or SEM analysis focused on the captured variation and provided evidence to the relevant claims. These results offered the best reliability to the validity claims and hypotheses tested. The instruments used in this study showed the ability to provide consistency and reliability across the sample, thus the best foundation for the advanced analysis.

4.5 Descriptive Statistics

An important initial step that was taken in the data analysis was to identify the distribution of data across the sample size. This step showed the analyst the level of perception that the employees of the Rural and Community Banks (RCB) had on the variables investigated. A positive mean value showed the employees concern about the variable given the sample size and likewise a zero standard deviation, meaning there was consensus among the respondents. A five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree) was employed to capture the respondents' perception of the variables with 3.0 being the neutral midpoint. With regards to the latent variables, N=101, the analysis is shown in Table 4.3.

Table 4. 3: Descriptive Statistics of Latent Variables

Variable	Obs	Mean	Std. Dev.	Min	Max
Internal Social Responsibility (ISR)	101	3.44	0.789	1.00	4.58
Job Satisfaction (JS)	101	3.44	0.910	1.00	5.00
Organizational Commitment (OC)	101	3.18	0.820	1.00	5.00
Turnover Intention (TI)	101	2.97	1.012	1.00	5.00

Both Job Satisfaction (JS) and Internal Social Responsibility (ISR) scored a mean of 3.44. This value is above the neutral point of 3.0, justifying a "moderately positive" view. The first preliminary hint of a possible relationship between the personal satisfaction of the staff and the bank's Internal CSR initiatives was seen in the identical mean scores. Job Satisfaction (SD = 0.910) had a greater standard deviation than ISR (SD = 0.789), meaning that there was a greater difference in job satisfaction than there is in perceptions of the CSR initiatives. This is because there is a greater difference in the level of job satisfaction than in the level of uniformity (lack of difference) in the perceptions toward the CSR initiatives.

The mean for Organizational Commitment (OC) was slightly lower than the rest of the measures, being 3.18. This value, although above the midpoint, was suggestive of a "lukewarm" or low psychological attachment, incorporated below the moderate level, considering the average

satisfaction. This was the typical scenario where employees expressed satisfaction for the short-term activities they undertook, but lacked emotional attachment or loyalty towards the organization in the long term.

With a mean of 2.97, Turnover Intention (TI) rested virtually at a neutral midpoint. A lower mean in TI was typically a good sign for an organization, however, TI also had the highest standard deviation of 1.012. Such high dispersion showed heterogeneity in the sample. The workforce had some polarization, meaning that some employees wanted to stay, while others wanted to leave. The impact of TI on employees was, therefore, a critical issue for management as shown in Fig. 4.2. Statistically, the response span (1.0 - 5.0) showed a large range of employee's feelings, giving the data set a good basis to reduce the correlation and regression analyses to a set of TI, JS, and OC.

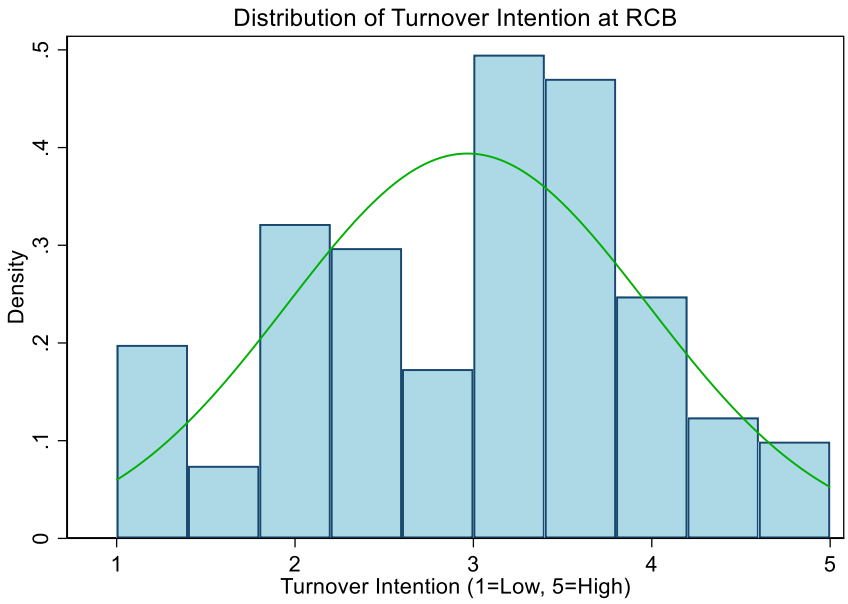


Figure 4. 2: Distribution Density of Employee Turnover Intention

4.6 Correlation Analysis

Before carrying out the structural model and hypothesis testing, a bivariate Pearson Product-Moment Correlation analysis was conducted to evaluate the correlations among the study's

primary constructs. This was a key step to establish the direction and strength of the relationships between variables, as well as to identify possible multi-collinearity issues that may have distorted the following regression estimates. In accordance with Cohen's (1988) guidelines, the correlation coefficients (r) were considered to be small (0.10 to 0.29), medium (0.30 to 0.49), and large (0.50 to 1.0). The correlation matrix and the levels of statistical significance are presented in Table 4.4.

Table 4. 4: Pearson Correlation Matrix

Variables	ISR	JS	OC	TI
ISR	1.000			
JS	0.8473***	1.000		
OC	0.7887***	0.7873***	1.000	
TI	-0.1855*	-0.1767*	-0.4430***	1.000

Note: *** $p < 0.001$, * $p < 0.10$

The matrix of correlation showed a number of interesting correlations that matched with a good deal of what was expected. First, Internal Social Responsibility (ISR) correlated highly and significantly with Job Satisfaction (($r = 0.8473$, $p < 0.001$)). Such a high magnitude indicated that employees who considered the bank to be socially responsible towards its internal stakeholders also reported significantly higher levels of professional satisfaction. While a correlation of this magnitude required careful scrutiny concerning multicollinearity, it reinforced the pivotal importance of CSR in the employee experience. Likewise, ISR had a strong positive correlation with Organizational Commitment (($r = 0.7887$, $p < 0.001$)). This was in line with the assumption that ethical internal treatment increased the depth of the emotional bond that the employee had with the institution.

The relation of Organizational Commitment with Turnover Intention was negative and significant ($r=-0.4430$, $p<0.001$), which meant that, with more organizational commitment, the less intention they had to leave the organization. Direct positive correlation of ISR and Turnover Intention ($r=-0.1855$, $p<0.10$) is, Job Satisfaction and Turnover Intention ($r=-0.1767$, $p<0.10$) correlated are also positive, but have very low significance.

Considering the methodology, the gap between the strong inner links (ISR-JS-OC) and the weaker ones to Turnover Intention was worth analyzing as shown in Figure 4.3. It indicated that the social factor may not have direct influence but an indirect way which was less obvious. This "distal" relationship strengthened the use of meditation and moderation (as explained) in the other chapters of this work, and indicated that other variables (like Organizational Commitment) that may be mediators through which ISR influenced retention.

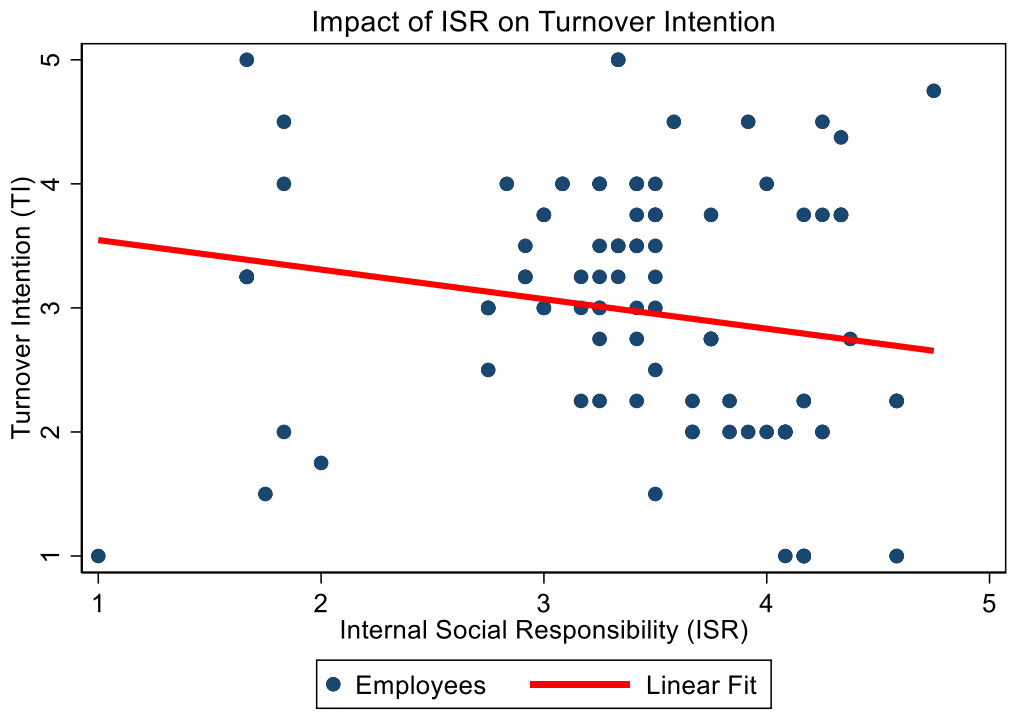


Figure 4. 3: Scatter Plot: Impact of ISR on Turnover Intention

4.7. Hypotheses Testing: SEM and Moderated-Mediation

4.7.1 Testing Direct and Indirect Effects (SEM)

In looking at the theoretical framework, the analysis by Structural Equation Modeling (SEM) was done taking into consideration the multiple pathways of the framework simultaneous to one another. Unlike the traditional regression, the SEM was able to account for measurement error. The SEM was also better at giving a more comprehensive picture of the structural relationships for the latent constructs. With regard to organizational survey data, there was often a possibility of

a non-normal distribution, and to ensure the reliability and stability of the path coefficient (ββ), the Robust Standard Errors were utilized. With a Coefficient of Determination (CD=0.719), the model was able to capture approximately 71.9% of the system's variance, that was indicative of a strong measure of predictive power. The summary of the direct and indirect path coefficient is shown in Table 4.5. The table also gave the corresponding z-values and corresponding levels of significance.

Table 4. 5: SEM Path Coefficients (Direct and Indirect Effects)

Hypothesis Path	Effect Type	Coef. (β)	Std. Err.	Z-Value	P-Value
H1: ISR → JS	Direct	0.978	0.049	19.85	**0.000*** **
H2: ISR → TI	Direct	-0.163	0.237	-0.68	0.493
H3: JS → TI	Direct	-0.077	0.197	-0.39	0.697
H4: ISR → JS → TI	Indirect (Mediation)	-0.075	0.194	-0.39	0.699

Note: Model fit CD = 0.719. *** $p < 0.001$

The structural analysis gave strong support for Hypothesis 1, showing close to a one-to-one correlation between Internal Social Responsibility and Job Satisfaction ($\beta = 0.978$, $p < 0.001$). Such a remarkable path coefficient indicated that in the banking sector in Sierra Leone, ISR initiatives (e.g., wages, training, work-life balance) were the most immediate and most important causes of employee satisfaction. Consistent with this finding, employee satisfaction was a response to the organization as pronounced in "Social Exchange Theory."

However, for Hypotheses 2, 3, and 4 the results illustrated greater complexity. Even with the high satisfaction from ISR, ISR and JS neither had a direct impact nor an indirect (mediated) effect on Turnover Intention ($p > 0.05$). The lack of significance in the mediation pathway (H4) was of analytical significance. It indicated that social responsibility could make employees "happy," but that "happiness" was not a ticket for "staying."

The phenomenon was further analyzed in two ways. First, it was pointed to a "boundary condition" or an untapped middle link of the chain; while satisfaction was an emotional experience, the intent to turn over was a behavioral phenomenon that was usually caused by external economic pulls or

deeper psychological commitments. In the Sierra Leone banking sector, that was competitive and perhaps under labor market conditions, Employees could find themselves satisfied with the situation, while on the other end of the spectrum, maladaptive retention due to the absence of better-paying jobs could also occur. Second, silence in the direct pathways, justified with strong conviction, that Organizational Commitment was a probable moderating variable. Moderation implied that job satisfaction alone was neither sufficient nor a necessary condition for retention; it was likely that an additional "trigger" (the moderator) was needed to fill the gap between an employee who was simply satisfied and one who was so satisfied that he or she could be committed to staying.

4.7.2 Moderation Effect Testing (H5)

To gain further insight into the significant direct effects on the preliminary SEM analysis and explore the direct boundary conditions of employee retention in the Sierra Leonean banking sector, a moderated regression analysis was conducted. Following the steps of Aiken and West (1991), the independent variable (Job Satisfaction) and the moderating variable (Organizational Commitment) were mean-centered before forming the interaction term (JS×OC). This step was taken in the moderated regression analyses to control for spurious multicollinearity and to allow for the lower-order coefficients to be interpreted as the “main effects” without the other variables, at the mean of the variables. The results of the moderation model particularly the moderating effects on Turnover Intention is presented in Table 4.6.

Table 4. 6: Moderated Regression Analysis predicting Turnover Intention

Predictor Variables	Coef. (β)	Std. Err.	T-Value	P-Value
ISR	0.002	0.237	0.01	0.991
JS (Centered)	0.314	0.182	1.72	0.088
OC (Centered)	-0.860	0.183	-4.70	**0.000*** **
Interaction (JS × OC)	**-0.431**	**0.105**	**-4.08**	**0.000*** **
Constant	3.209	0.833	3.85	0.000
Model Fit: $R^2 = 0.4128, F(4,96) = 19.28, p < 0.0001$				

From the above table, Hypothesis 5 received strong empirical backing. The interaction term (JS × OC) was both negative and statistically significant ($\beta = -0.431$, $p < 0.001$). Moreover, the interaction term and commitment variable contributed to a substantial increase in the model's $R^2 = 0.4128$. The model captured 41.3% of the variance in Turnover Intention, a significant improvement from the previous models with only a few variables.

A significant negative interaction indicated no buffer effect, but instead gave a conditional one. This meant that Job Satisfaction had a certain null effect when the employee's Organizational Commitment was low. More precisely, when an employee was found not to be committed to the organization, his/her Job Satisfaction could not be considered as a sufficient reason to stay in the organization. In the financial district of Freetown which is the capital, where the market is highly competitive and institutional "talent poaching," was on the increase, Job Satisfaction alone was not enough. If the employees do not have a strong psychological attachment to their current bank, even if satisfied, they would be tempted by external offers to leave if they were found to be more lucrative.

The glossing effect of job satisfaction on turnover intention was much stronger when organizational commitment was high. When organizational commitment was high, job satisfaction worked as a 'stay factor', and this was what explained the non-significance of the previous SEM results as indicated in (Section 4.7.1): As a result of the commitment, the effect of satisfaction was masked. Figure 4.4 gives an illustration of the interaction effect by a simple slope analysis. It showed that the highest 'intent to stay' was when satisfaction and commitment were high together and this was what the RCB management was to take to ensure that the CSR initiatives were made for employees to feel good. The management should ensure that CSR initiatives are made for employees to feel good about their jobs. The management should ensure that organizational commitment is well fostered in the work place.

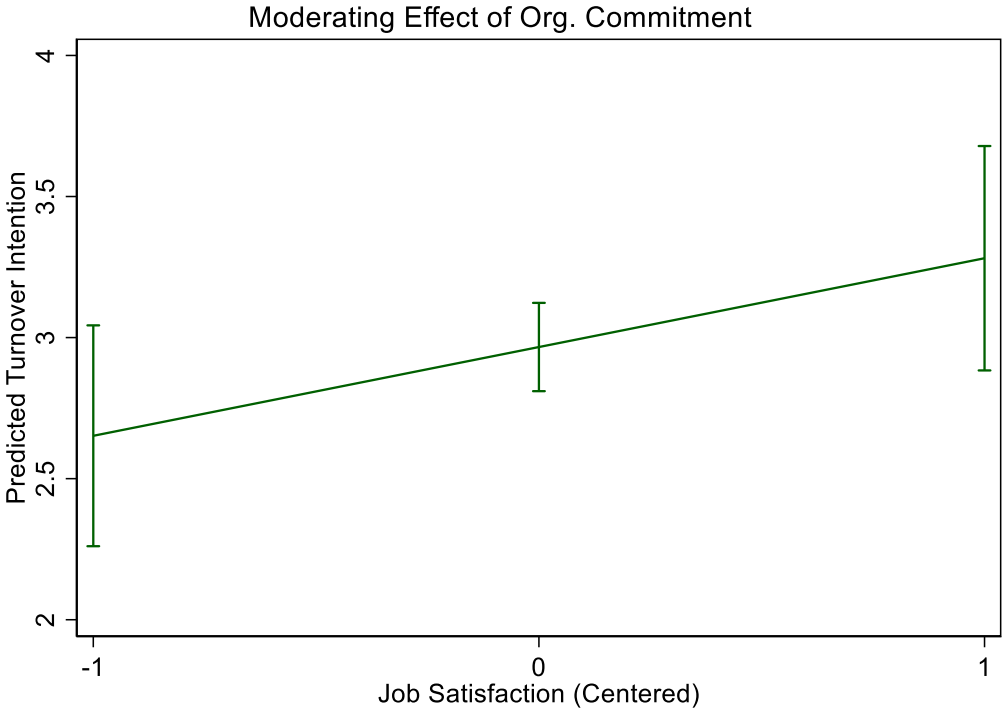


Figure 4. 4: The Moderating Effect of Organizational Commitment on the JS-Turnover Relationship

4.8 Summary of Hypothesis Outcomes

The empirical research results showed the complexity of the relationship between Internal Social Responsibility (ISR) and employee retention behavior. Table 4.7 gives a summary of the findings/research decisions for each of the hypotheses from the point of view of the structural equation modeling and moderated regression analysis discussed in the previous sections.

Table 4. 7: Summary of Hypotheses Testing

Hypothesis	Statement	Decision
H1	ISR has a significant positive effect on Job Satisfaction	**Supported**
H2	ISR has a significant negative direct effect on Turnover Intention.	*Rejected*
H3	Job Satisfaction has a significant negative direct effect on Turnover Intention.	*Rejected*
H4	Job Satisfaction mediates the relationship between ISR and Turnover Intention.	*Rejected*
H5	Organizational Commitment moderates the relationship between Job Satisfaction and Turnover Intention.	**Supported**

4.9 Robustness Checks and Post-Estimation Diagnostics

A number of intensive diagnostics were taken to ensure that the underlying assumptions of the moderation of Organizational Commitment (H5) were justifiable, to ensure that the moderating effect had no mathematical anomaly or a product of proxy variables. This was essential, particularly in multivariate analyses, and for those with interaction variables, bias (or Type I) errors were more likely to occur where data was seen to violate the assumptions encapsulated in the Best Linear Unbiased Estimator (BLUE). The checks were therefore, a sort of "litmus test" to ascertain the validity of the findings.

4.9.1 Multicollinearity Diagnostics

A non-essential multicollinearity in regression analysis normally occurs when an interaction term is created by multiplying two predictors. As beta coefficients can become unstable, it can become a challenge to understand how an interaction term uniquely contributes to an equation. Beta coefficients can also become inflated to the point where isolating the interaction term loses its importance. To minimize this issue, both continuous predictors (JS and OC) were mean-centered before calculating the product-indicator (JS×OC).

To ascertain how effective this method is, the Variance Inflation Factor (VIF) and its reciprocal, Tolerance, were examined by the researcher as presented in Table 4.8. Some researchers have however posited a threshold value of 10.0 when examining VIF. However, in an effort to promote optimal numerical stability, this study adopted the value of 5.0 (Hair et al., 2019).

Table 4. 8: Variance Inflation Factor (VIF) for Multicollinearity

Variable	**VIF**	**Tolerance (**1/*VIF***)**
Internal Social Responsibility (ISR)	4.62	0.216
Job Satisfaction (Centered)	4.09	0.244
Organizational Commitment (Centered)	3.32	0.301
Interaction (*JS* ×*OC*)	1.22	0.820
Mean VIF	**3.31**	

Table 4.8 shows that all individual VIF values were within the acceptable range. The VIF for the interaction term was particularly low, (VIF=1.22), resulting in a high tolerance value of 0.820. This showed that the interaction effect was orthogonal to the main effects, thus confirming the moderation results presented in Section 1.7.2 that were not affected by high inter-correlations.

Although VIF values for Internal Social Responsibility (4.62) and Job Satisfaction (4.09) were approaching the conservative threshold of 5.0, these values were theoretically to be expected given

the robust correlation between ISR and satisfaction in the SEM model (r=0.84). However, since they were still below the critical cutoff point and the Mean VIF was manageable at 3.31, the model was without harmful collinearity. This diagnostic confirmation substantiated that the interaction effect ($p<0.001$) was indeed a true organizational phenomenon and not a statistical artifact of variable redundancy.

4.9.2 Heteroscedasticity and Normality of Residuals

As part of testing the Ordinary Least Squares (OLS) assumption of the constant error variance, the Breusch-Pagan/ Cook-Weisberg test was performed. The results showed $\chi^2(1) = 3.31$ with a p-value of 0.069. Since $p > 0.05$, we do not reject the null hypothesis of constant variance, thus confirming that homoskedasticity holds. Additionally, the normality of residuals was examined. The Shapiro-Wilk test formally indicated that there was a slight departure from true normality ($W = 0.957$, $p = 0.002$), and the Kernel Density Estimate (KDE) in (Figure 4.1) showed that the residuals were well approximated by a normal distribution. By the Central Limit Theorem (CLT), and given the sample size of over 100 (N = 101), OLS estimators were found to be still robust and unbiased in the presence of small departures from normality.

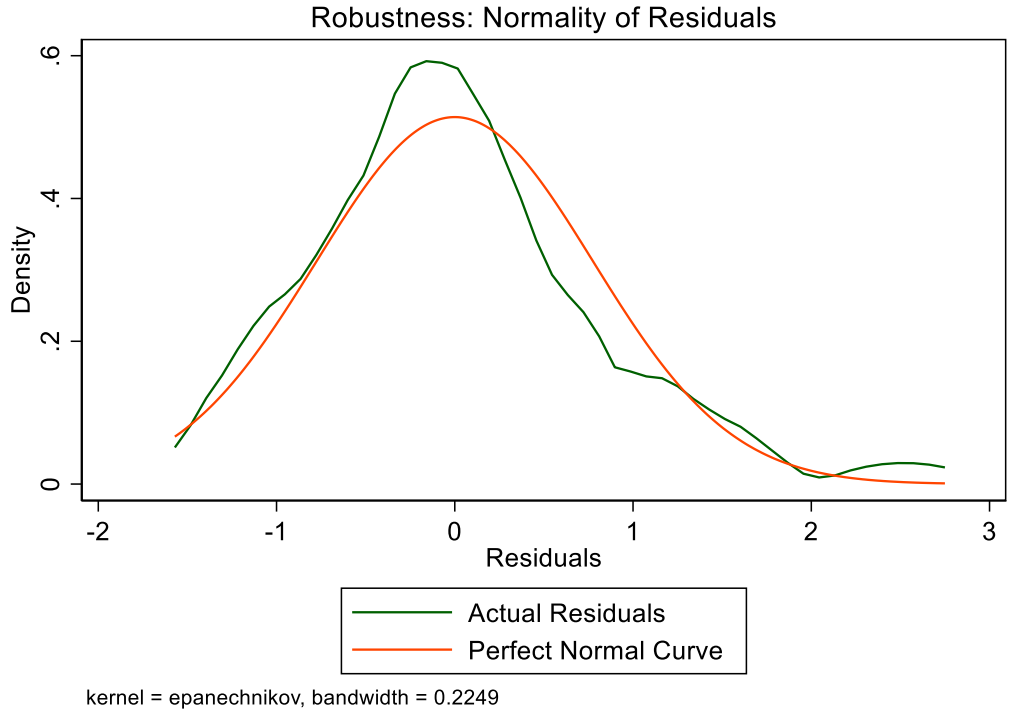


Figure 4. 5: Kernel Density Estimate showing Normality of Residuals

4.9.3 Accounting for Control Variables Associated with Demographics

A classic research problem often encountered in studies of organizational behavior is omitted variable bias, where the relationship between elements of the study may reflect sample heterogeneity that is not evident (i.e. in sample composition, heterogeneity in gender, work experience, rank, status, and role, that may be disregarded). To mitigate this concern to ensure the incremental validity of the model, the demographic variables, Gender, Tenure, and Job Levels, were treated as categorical control variables in the moderated regression. This was aimed at determining if the "buffering effect" of Organizational Commitment could be relatively constant when the demographic diversity of the employees of Rokel Commercial Bank (RCB) were considered.

Table 4. 9: Moderated Regression with Demographic Controls

Turnover Intention (DV)	Coef. (β)	Robust Std. Err.	T-Value	P-Value
ISR	0.025	0.282	0.09	0.927
Job Satisfaction (Centered)	0.290	0.212	1.36	0.176
Org. Commitment (Centered)	-0.835	0.214	-3.90	**0.000*** **
Interaction (*JS* ×*OC*)	**-0.386**	**0.121**	**-3.19**	**0.002** **
Control Variables				
Gender (Ref: Female)	0.559	0.448	1.25	0.215
Tenure (Ref: < 2 Years)				
2 −5 Years	-0.325	0.247	-1.31	0.193
6 −10 Years	0.149	0.189	0.79	0.431
Above 10 Years	-0.269	0.239	-1.12	0.264
Job Level (Ref: Junior Staff)				
Supervisor	0.122	0.218	0.56	0.576
Middle Management	0.363	0.261	1.39	0.168
Senior Management	0.228	0.288	0.79	0.432
Constant	2.429	1.094	2.22	0.029*

Model Fit: $R^2 = 0.4615$. *Note:* ** $p < 0.01$, *** $p < 0.001$

The conclusions of this study were further supported by the demographic controls. Table 4.9 showed that the demographic variables - Gender, Tenure, and Job Level, did not reach statistical significance (p>0.05). With respect to Rokel Commercial Bank, an employee's years of service or position in the hierarchy did not appear to determine the intention to remain or to leave. Instead, the psychometric factors (satisfaction and commitment) that were articulated in the theoretical framework, appear to have more fully explained turnover intentions.

The interaction term ((JS x OC)) remained strong ((β = -0.386, p = 0.002)) even after adding control variables. The coefficient slightly moved from the original model ((−0.43 to -0.38)) but

remained significant at the 1% level which showed that the moderation effect was strong and consistent. It further showed that the "buffering effect" of commitment was not an artifact from an uneven sample (e.g., more senior people were found to be more committed). The R^2 change from 0.4128 to 0.4615 meant that the last model explained that 46.15% of the variance was on Turnover Intention. A combination of the explanatory power and the non-significance of the controls supported the argument that the demographic cut in management was too naive and that the focus was to be on the more general psychological drivers pertaining to commitment with focus on a sense of social responsibility.

4.9.4 Non-Parametric Bootstrapping Validation

To evaluate the robustness of the moderation model, it was obtained by the researcher via the Non-Parametric Bootstrapping approach. Although the sample size of the study (N=101) was adequate enough for general linear modeling, it was bordered on a "moderate" range of the asymptotic properties of the data, that was perceived as such by conventional statistics, which did not exist with respect to the actual normal distribution. In these cases, it could be problematic to rely purely on p-values from t-distribution given that they may be skewed and/or have outliers that may not be accounted for in the sample. Bootstrapping is therefore, designed to overcome this challenge as it constructs an empirical sampling distribution based on 1,000 iterations of sampling with replacement. This approach was used to develop standard errors and confidence intervals that were robust irrespective of the distributional assumptions.

Table 4.10 presents the results of the bootstrapped moderated regression analysis that gives a "computational stress-test" of the interaction effect (JS × OC).

Table 4. 10: Bootstrapped Moderated Regression (1,000 Replications)

Turnover Intention (DV)	Observed Coef.	Bootstrap SE	Z-Value	P-Value
ISR	0.002	0.220	0.01	0.990
Job Satisfaction (Centered)	0.314	0.181	1.73	0.083
Org. Commitment (Centered)	-0.860	0.190	-4.51	**0.000*** **
Interaction (*JS* × *OC*)	**-0.431**	**0.119**	**-3.61**	**0.000*** **
Constant	3.209	0.776	4.13	0.000

Model Fit: Wald $\chi^2(4) = 71.50, p < 0.0001$

Table 4.10 further shows the findings that were incredibly stable when the results were exposed to various conditions over and over again. No less than 1,000 times, the interaction effect (JS×OC) was proven to still be significant (β=−0.431, z=−3.61, p<0.001). The Wald χ2statistic (71.50, p<0.0001) corroborated the model's significant overall level and asserted that the predictors accounted for a large and important part of the variance in Turnover Intention. The Bootstrap Standard Error for the interaction term (0.119) was close to the Robust Standard Error (0.105), indicating that the first regression model was not greatly affected by random variations or high-impact outliers in the Sierra Leonean banking dataset.

From the perspective of psychometrics, this validation was of particular importance. It corroborated that the "buffering effect" of Organizational Commitment was a definable organizational phenomenon, as opposed to a mathematical byproduct of the particular sample composition. It was claimed in the study that, with a fair degree of confidence, the results were said to be valid for all 1,000 "simulated" samples of the RCB workforce. Therefore, it can be confidently affirmed that Hypothesis 5 was supported. The interaction impact of Job Satisfaction and Organizational Commitment constituted a consistent and reliable predictor of employee retention, regardless of the degree to which the dataset adhered to the conditions of mathematical normality. The purpose of this final check was to guarantee that the suggestions for the management of the bank were grounded on methodology that was statistically and computationally

sound.

4.10 Discussion of Results

This chapter's findings present several behavioral and psychological nuances of what drives employee retention at Rokel Commercial Bank (RCB). Moving beyond mere correlations to Structural Equation Modeling (SEM) and moderated regression, the study illuminates an intricate "conditional" relationship between social responsibility and turnover. This segment integrates the findings with the Social Exchange Theory and the banking industry in Sierra Leone.

4.10.1 ISR's Significant Influence on Job Satisfaction (H1)

The structural analysis successfully substantiated Hypothesis 1 and showed that Internal Social Responsibility (ISR) was the best predictor of Job Satisfaction ($\beta = 0.978$, $p < 0.001$) from all of the predictors. This was expected since the essence of Social Exchange Theory (Blau, 1964) is the "norm of reciprocity," which postulates that, once the firm makes an investment in the employee, the employee in turn is expected to also make an investment into the firm.

Ali et al. (2020) & Turker (2009) also argued that the internal corporate social aspects of social justice which include the provision of fair compensation, the implementation of robust training, and occupational safety, catalyze psychological fulfilment. In a developing country like Sierra Leone, where there are no government-provided social safety nets, the Internal Social Responsibility provided by Rokel Commercial Bank is a critical psychological level that confirms Aguinis and Glavas (2012). Internal CSR also suggests that employees are critical stakeholders of the firm, thereby improving their level of Satisfaction with the Job.

4.10.2 The "Decoupling" Paradox: Satisfaction and Retention Do Not Correlate (H2, H3, H4)

In contrast to classic turnover theory, Hypotheses 2, 3, and 4 were not supported. Neither ISR nor Job Satisfaction had a significant direct or mediated effect on Turnover Intention, as all were at ($p > 0.05$). This lack of direct significance may seem strange at first, but it gives us a good example of the intricacies of the African banking labour market identified by Nwagbara and Brown (2014). Herzberg's Two-Factor Theory (1966) also helps explain the "decoupling" of emotional

satisfaction and behavioral retention. Job satisfaction, or a lack of it, acts as a "hygiene factor" and can only prevent short-term negative outcomes, not short-term retention. This data also complements the work of Hom et al. (2012) on "proximal withdrawal states." In labour markets where "talent poaching" is normal, like the number of Pan-African banks in Sierra Leone, external reasons for turnover are greater than internal reasons. One may be happy with his/her job for a number of reasons, RCB included, but may chose to leave due to a number of external reasons. This helps give reasons to the statistical lack of significance of the direct mediation effect.

4.10.3 The "Anchor" Effect: Organizational Commitment as the Significant Moderator (H5)

The resolution is located in the robust indications for Hypothesis 5. The moderated regression reported a substantial, inverted interaction term ($\beta = -0.431$, $p < 0.001$), establishing Organizational Commitment as the determiner for the role of Job Satisfaction in retaining employees.

The finding draws copiously from the Three-Component Model of Commitment of Meyer and Allen. The survey data indicates that Job Satisfaction is "temporary" for the employees who are disconnected from the organization; employees who are satisfied at the workplace and who are Job Ready face no restrain from leaving for another organization. However, Job Satisfaction, retention, and Turnover Intention exhibits a powerful "stay factor" when Organizational Commitment is relatively high and the balance is about Significant Change. Myers and Allen and a number of the recent African-oriented studies have reported that a locational, affective, and continuance form of commitment is the only factor of Employee Retention. ISR, from the perspective of the management, is about keeping the employees Job Ready and satisfied, but in the meantime, the management ought to be concerned about the long-term commitment of the employees to the organization to nullify the intentions of leaving.

4.10.3.1 Theoretical Implication: Reconciling the 'Decoupling 'with the Literature.

The study examined the mediating and moderating effect of internal social responsibility on employee turnover intentions in the banking sector of Sierra Leone. A gap in the literature has not examined the mediating effect of job satisfaction and the moderating effect of organizational commitment for this study.

Hypothesis (H1) ($\beta = 0.978$, $p < 0.001$) strong support aligns with the Social Exchange Theory (SET) (Blau, 1964, Cropanzano & Mitchell, 2005) which says that employees shows and have favourable organizational engagement with positive attitudes and behaviors. The findings of this study collaborates with the work of De Roeck and Farooq (2018), who demonstrated that internal social responsibility generates strong affective responses because they have direct impact on employees' daily work experiences. Similarly, Glavas and Kelley (2014) found out that perceived organizational concern for employee well-being was the strongest predictor of job satisfaction across most organizational contexts. This study extends the work of Shen and Benson (2016), who says that internal social responsibility serves as a "signal" of organizational values. In the Sierra Leone banking sector, where competition for skilled labor is very high, Rokel Commercial Bank's ISR measures appear to function as powerful signals of organizational commitment to employees, eliciting reciprocal satisfaction and gratitude.

The "decoupling" of Job Satisfaction from Turnover Intention (H2, H3, H4) and the subsequent "anchor effect" of Organizational Commitment (H5), offer a qualified contribution to existing theoretical frameworks. While the strong predictive power of Internal Social Responsibility (ISR) on Job Satisfaction (beta = 0.978, < 0.001) actively supports Social Exchange Theory (SET) (Blau, 1964) , the downfall of these variables to directly predict retention behavior suggests a boundary condition to SET in the context of a developing economy. This finding contrasts with the meta-analytic consensus on the direct satisfaction-turnover link (e.g., Tett & Meyer, 1993), but aligns with Mobley's (1977) intermediate linkages model, which posits that the translation of job effect into behavior is mediated by complex cognitive processes.

The study's most significant theoretical contribution lies in the identification of Organizational Commitment (OC) as a moderator rather than a mediator. Contrary to classic models (e.g., Porter et al., 1974) that view commitment as a sequential step between satisfaction and turnover, the current results demonstrate that commitment fundamentally alters the *strength* of the satisfaction-retention relationship. Specifically, the negative interaction (beta = -0.431$, < 0.001) indicates that Job Satisfaction is only effective in reducing Turnover Intention when coupled with high Organizational Commitment. This supports Meyer & Allen's (1991) distinction regarding affective commitment; where employees lack a strong emotional attachment, even high levels of

satisfaction—derived from ISR—prove insufficient to withstand the external "pull" factors, such as talent poaching in the competitive Freetown banking market.

This dynamic justifies the rejection of the simplistic mediation hypothesis (H4) and highlights the necessity of a contingency-based approach. In the Sierra Leonean context, characterized by a fluid labour market and a scarcity of social safety nets, the findings suggest that ISR initiatives must do more than generate satisfaction; they must foster a deep psychological bond. This requirement is echoed in recent strategic HRM literature (Wright & Nishii, 2013), which emphasizes that attitudinal variables interact with the psychological contract to predict behavior, and in regional studies on Sub-Saharan Africa (Debrah & Ofori, 2019) that highlight the unique pressures of the banking sector. Consequently, the empirical narrative presented here shifts the focus from a Universalist "satisfaction-equals-retention" model to a moderated framework where commitment serves as the critical anchor determining whether satisfaction translates into organizational loyalty.

4.10.4 Summary of the Statistical Narrative

Overall, the results of Chapter 4 demonstrate a shift in the research from a simple linear approach to a more contingency-based framework. The results of the robustness checks, including multicollinearity analysis, demographic control, and 1,000-replication bootstrapping, are proof of the empirical consistency of the findings rather than mathematical fiction. It is proof of the consistency in the organizational reality at Rokel Commercial Bank.

The study asserts that while the Driving Force of job retention is Organizational Commitment, the Driving Force of job satisfaction is Internal Social Responsibility (ISR) and that without the latter, high job satisfaction from social responsibility is still susceptible to the external ‘pull’ factors of the Freetown labour market. These findings are conclusive and will be used in the final chapter to formulate concise managerial recommendations and related theoretical propositions.

CHAPTER FIVE

CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

5.1. Introduction

This final chapter consolidates the empirical analysis of the interplay between Internal Social Responsibility (ISR) and employee retention at the Rokel Commercial Bank (RCB) in Sierra Leone. From the perspective of the rapid pan-West African financial services industry, Sierra Leonean banking institutions are faced with the "war for talent." This study was based on the understanding of the fluid nature of human capital and the difficulties that organizations face in retaining their human capital. In my analysis of the data, I have moved beyond the previous level of analysis to inferential analysis using Structural Equation Modeling (SEM) with moderation and mediation analysis in order to provide depth and clarity to the complexity of the Sierra Leonean workforce's behavior.

This study's primary focus was to avoid the obsolete management doctrine of considering every organization as an entity with the same level of complexity. This study brought forth a more elaborate construct to define the boundaries of the relationships in consideration. From an analysis of Organizational Commitment as an intervening variable, the study intended to "unveil" the reason(s) why employees in the financial district of Freetown, who are highly dissatisfied in their roles, decide to remain employed in the organization. This chapter presents the results of the analysis, provides an interpretation of the results for the "Decoupling Paradox", and presents a detailed and extensive description of the practical and conceptual implications to stabilize the human resource backbone of Rokel Commercial Bank.

5.2 Summary of Findings

An empirical advent of the study involved a thorough “stress-testing” of five foundational hypotheses aimed at delineating the internal social exchanges at RCB. Findings are not merely stating correlations. They are painting a picture of the psychological climate of the bank. While the bank has built a base of satisfaction resulting from social responsibility, it is also true that there is a certain “structural” disconnect between employees’ job-related feelings and their job-related

future actions towards the institution. The unit of analysis for SEM and moderated-regression analysis is the sample of 101 employees. Some of the main empirical findings of the study are as follows:

i. **ISR as Largest Contributor to Overall Satisfaction (H1 Supported):** The study noted the relationship between the bank's Internal Social Resourcing (ISR), encompassing fair payment and safety and training initiatives, and satisfaction is almost perfect. When the bank invests in its employees, the satisfaction psychological return is immediate and almost assured.
ii. **The "Decoupling Paradox" (H2, H3, H4 Rejected):** The most interesting finding of the Freetown banking sector is the fact that ISR and Job Satisfaction directly and positively influence Turnover Intention and Job Satisfaction. The paradox is that in this marketplace, an employee can be 100 percent satisfied, yet still, leave and join a competitive bank.
iii. **The "Buffering Effect" of Commitment (H5 Supported):** The final finding of the study is that retention is a function of job satisfaction. The paradox is that job satisfaction decreases turnover intention only if that satisfaction is coupled with high organizational commitment. The paradox is that a high degree of job satisfaction coupled with little organizational commitment can be easily disrupted. This is evident in the market from the numerous job offers to employees.

5.3 Conclusion and Implication of the Study

This study examined the management notion that content employees are committed employees. Given Sierra Leone's aggressive "war for talent" market, propelled by a multitude of Pan-African financial institutions, the study sought to present a more complex psychological case.

The study successfully demonstrates that in a developing economy, SCT is considerably restricted. Rokel Commercial Bank has consistently achieved high levels of Job Satisfaction for its employees by meeting the basic psychological contracts of its employees through Internal Social Responsibility. Though, in and of themselves, psychological contracts and Job Satisfaction are "hygiene factors" and are unable to stop employees from leaving for other opportunities. For the brain drain and external competition to be stopped, RCB has to internally retain its employees. Employees, deep and long-term, are retained through the design of Internal Social Responsibility

initiatives. Internal Social Responsibility is the driving force of the economy, and Organizational Commitment is a developing economy's "hygiene" and is the greatest influence to prevent employees from leaving.

The single biggest implication of this report is that RCB must move from a 'transactional' to a 'relational' paradigm. Path analysis (H1), which was directed towards answering the question on the Theory of Reciprocity, demonstrated a near perfect score on the hypothesis, while the rejection of H3 and H4 demonstrated that this satisfaction is 'brittle'. Satisfaction makes employees happy but does not make them stay. It would be RCB's Organizational Social Responsibility and the Employee Social Responsibility on the market. This is the reason as to why the syndrome of "gate-keeping of the safe box" is prevalent at RCB. It is also the reason for the Bank's CSR not to attract the Stakeholders. This is also the reason as to why Fair Pay and a Safe Working Environment as the minimum of the market are considered to be transactional.

To close the "Satisfaction-Retention Gap," management has to adjust the Psychological Contract from an economic exchange to a social and emotional one. This means shifting ISR focus from ''extrinsic rewards'' (pay and safety) to something more robust, the intrinsic development. A bank, for example, should not see training as merely a compliance task (a satisfaction driver) and should move to Relational Career Pathing. This means long-term development maps that show an employee's 10-year trajectory in the institution. By changing the conversation from "what the bank provides today" to "who the employee will become tomorrow," RCB is able to nurture the Organizational Commitment needed to activate the retention buffer discovered in this study.

For legislators and policy makers perceptive, the study indicates that the regulatory bodies and policy makers such as the Bank of Sierra Leone needs to place a greater emphasis and focus on the internal social responsibility of employees within the banking sector. The policies need to be in favor of the employees and also help promote employee welfare and enforce minimum standards that are in favorable working conditions of the employee which could improve retention and overall stability of the banking industry.

5.4 Recommendations of the study

Here are a few recommendations for the Human Resource Management to consider at Rokel Commercial Bank, based on the study's findings:

i. **Recommendation 1: Increase the Priority of Relational Over Transactional HR (Source: H5)**

   Because Job Satisfaction does not alleviate the problem of turnover, RCB must aim for the enhancement of Affective (Emotional) Commitment. The management of RCB must consider proactively conducting the 'Stay Interviews', which is the tool to identify the employees that the banks are attempting to achieve the goal of retaining. Stay Interviews let management understand the employees' commitments to the banks and help HR outline individual, long-term careers for employees, further mapping them as committed stakeholders of the organization.

ii. **Recommendation 2: Increase the Satisfaction of ISR beyond Basic (Source: H1) and Gap (Source: H4) Level**

   Due to the strong predictive value of satisfaction, RCB must clearly outline existing CSR policies for their internal stakeholders and, once in existence, must move beyond only the factors of satisfaction to ensure retention, i.e. the 'hygiene' factors, but also the presence of numerous 'motivators', i.e. High-Involvement Work (HIWP) and participation in decision-making in the organization, along with the establishment and effective communication of an elitist sense of institutional security.

iii. **Recommendation 3: While Decentralizing ISR, Attempt to Minimize the Gap (Based on Demographic Data Corporate Findings)**

   The study identified major 'center – periphery' imbalances (i.e. Freetown – the center and the Provincial – the periphery) in relation to the Provincial Branches. To mitigate the dangers of professional isolation and poaching of the Provincial Branches, RCB must be committed to regional parity in the country in their ISR deployment. Management should attempt, in a committed manner, to create 'Digital' Mentorship links' with the Provincial Branches, and establish regional and/or local training in the Provincial Branches, especially in Bo and Kenema.

5.5 Limitations and Future Research

While the study was methodologically robust, a few limitations will allow for the reconciliation of the gaps in the study in the future:

Methodological Limitations: The most relevant variable in the study was the method of selecting the study participants: the cross-sectional design and self-selection bias (N = 101 N = 101). This represents a static view of the position of a respondent at a specific point in time, and bias of self-selection may occur.

Geographic Limitations: The evidence was most heavily weighted in the Western Area (Freetown), and the evidence may not capture the sentiments in the deeply remote provincial branches.

Time and Resource Constraints: There were limited scope and depth of data collection which affected the robustness of the findings of the study.

The most prominent area of future research on the banking sector in Sierra Leone would be to adopt a Clearly Longitudinal Design and investigate the level of Satisfaction and Commitment over the years in a Multi-Cross Sectional study. Also, a Comparative Institutional Analysis of the local banks (e.g. RCB) and a few of the Foreign Pan African banks (e.g. UBA, ECO, GTB etc.) would demonstrate the institutionalism of the Sierra Leonean Banking System to finish the Heritage.

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Appendix A. Supplementary material

SURVEY QUESTIONNAIRE

Addis Ababa University
College of Business and Economics
Department of Management

Questionnaires on Internal Social Responsibility and Employee Turnover Intention

Dear Respondent,

My name is Eunice Sally Lungay, a graduate student at Addis Ababa University. I am conducting a research study titled: "Examining the Influence of Internal Social Responsibility on Employee Turnover Intention in Sierra Leone's Banking Sector: A Case Study of Rokel Commercial Bank (SL) Ltd."

You have been selected as a valuable participant for this study. The questionnaire is designed to gather information on your perceptions of the bank's internal practices and your work attitudes.

Please Note:

Participation is entirely voluntary.

Your responses will remain strictly confidential and anonymous.

The data collected will be used solely for academic research purposes.

There are no right or wrong answers; please answer as honestly as possible. Thank you in advance for your time and cooperation.

Instructions: Please tick (✓) the box that best describes your response.

SECTION A: DEMOGRAPHIC PROFILE

1. **Gender:**

   Male

   Female

2. **Age Group:**

   18–25 years

   26–35 years

   36–45 years

   46–55 years

   Above 55

3. **Highest Educational Qualification**:

   Diploma

   Bachelor's Degree

   Master's Degree

   Professional Cert.

   PhD

4. **Years of Service at Rokel Commercial Bank:**

   Less than 2 years

   2–5 years

   6–10 years

   Above 10 years

5. **Current Job Level:**

   Junior Staff

   Supervisor

   Middle Management

Senior Management

6. **Branch Location:**

Headquarters (Freetown)

Provincial Branch

SECTION B: INTERNAL SOCIAL RESPONSIBILITY (ISR)

Please indicate your level of agreement with the following statements regarding Rokel Commercial Bank's practices.

Key: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Training and Development	1	2	3	4	5
1. The bank provides adequate training to improve my skills.					
2. I have clear opportunities for career advancement here.					
3. The bank invests in my professional development.					
Health and Safety	1	2	3	4	5
4. The bank provides a safe and healthy working environment.					
5. I feel physically safe while performing my duties.					
6. The bank has adequate medical support policies for staff.					
Work-Life Balance	1	2	3	4	5
7. My working hours allow me to spend time with my family.					
8. The bank considers my personal life needs when scheduling.					
9. I am not pressured to work excessive overtime without					

cause.					
Fair Compensation & Justice	1	2	3	4	5
10. My salary is fair compared to other banks in Sierra Leone.					
11. Decisions regarding my performance are made fairly.					
12. The bank treats all employees with respect and dignity.					

SECTION C: JOB SATISFACTION

Please indicate how satisfied you are with your job at Rokel Commercial Bank.

Statements	1	2	3	4	5
1. Overall, I am satisfied with my job at this bank.					
2. I find real enjoyment in my work.					
3. I am satisfied with the relationship with my supervisors.					
4. I am satisfied with the recognition I get for good work.					
5. I feel a sense of accomplishment from my job.					

SECTION D: ORGANIZATIONAL COMMITMENT

Please indicate your level of attachment to Rokel Commercial Bank.

Affective Commitment (Emotional Attachment)	1	2	3	4	5
1. I would be very happy to spend the rest of my career with this bank.					
2. I feel a strong sense of belonging to Rokel Commercial Bank.					
3. I feel emotionally attached to this organization.					
Continuance Commitment (Cost of Leaving)	1	2	3	4	5
4. It would be very hard for me to leave my job at this bank right now.					

5. I feel that I have too few options to consider leaving this bank.					
Normative Commitment (Obligation to Stay)	1	2	3	4	5
6. I would feel guilty if I left my organization right now.					
7. This organization deserves my loyalty.					

SECTION E: TURNOVER INTENTION

Please indicate your thoughts regarding leaving Rokel Commercial Bank.

Statements	1	2	3	4	5
1. I often think about quitting my job at this bank.					
2. I am actively searching for an alternative job.					
3. As soon as I can find a better job, I will leave this bank.					
4. I do not intend to be working for this bank one year from now.					

Thank you for your participation!