



To what extent does prosocial motivation prevent employees from leaving an organization?

A moderated mediation analysis of prosocial motivation, job satisfaction, mission breach and turnover in a Norwegian mission-driven company.

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Master Thesis within the profile of Strategy and Management

NORWEGIAN SCHOOL OF ECONOMICS

This thesis was written as a part of the Master of Science in Economics and Business Administration at NHH. Please note that neither the institution nor the examiners are responsible – through the approval of this thesis – for the theories and methods used, or results and conclusions drawn in this work.

Abstract

In this study, my goal was to investigate whether and how employees' trait-like prosocial motivation affects their decision to leave the organization. I wanted to examine such relationship by considering the effect of other two variables, namely job satisfaction and mission breach. Indeed, by the means of a moderated mediation, I investigated whether the trait-like prosocial motivation affects turnover through the mediation of job satisfaction, being the relationship between prosocial motivation and job satisfaction moderated by mission breach. Therefore, I developed a research model including the association between prosocial motivation and turnover, the mediator and the moderator, that is job satisfaction and mission breach respectively. The model was tested in a mission-driven company characterized by a prosocial mission, which is "helping save lives". Through the analysis of survey data, I achieved two significant results. First, I found that the relationship between trait-like prosocial motivation and job satisfaction was significant, and it was moderated by the mission breach. Second, I discovered that job satisfaction fully mediates the effect of prosocial motivation on turnover. I concluded that prosocial motivation does not have a direct negative effect on turnover, but it does affect it indirectly through job satisfaction. However, this effect is dependent on whether the company is breaching its mission or is operating in accordance with it.

Acknowledgements

I would like to thank my supervisor, Alexander Madsen Sandvik, who gave me the opportunity to explore and develop a research topic that I care about. His suggestions and guidance throughout the semester were essential and his availability was precious.

I would also like to thank the FOCUS-program for the great opportunity of collaboration and for the support during the research process.

Lastly, I would like to express my gratitude to my family and friends, especially to Ivan Rustja, Elisa Navarra and Francesca Tunisi for all the help and encouraging words.

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1. Introduction

1.1 Background

The concept of employee turnover represents a topic that has been on the agenda of researchers and management practitioners for ages. In particular, academics are still struggling to understand why employees willingly choose to leave their position. Since the theories of March and Simon in 1958, attempts to understand the correlates and motives underpinning the choice of such behaviour have brought some result. Companies were able to respond accordingly to the employees' demands and, hence, to reduce the turnover rate. However, a multitude of turnovers is still left unexplained, causing considerable inconveniences to employers. One of the major problems companies have to deal with is represented by the increase of tangible and intangible costs due to the estrangement in relations between the employee and the employer. Due to the negative impact of costs on the functioning and survival of the organizations, the recruitment and retention of a skilled workforce has gained momentum. For instance, the tangible costs which include the recruitment, selection, training and potential product/service quality problems, besides the cost of temporary workers, may correspond to an amount of 90% to 200% of an employee's annual pay (Morrell, Loan-Clarke and Wilkinson, 2004; Allen, Bryant and Vardaman, 2010). Conversely, the intangible costs represented by the effects of turnover on the customer satisfaction, employee morale, organizational culture and the loss of tacit knowledge and social capital might have even a worse impact on the company economics (Morrell, Loan-Clarke and Wilkinson, 2004). A further consequence of employee voluntary turnover is the turnover contagion for which, according to Felps et al. (2009), an employee's propensity to leave a job can be influenced by whether other employees have also left their jobs or are planning to do so.

Therefore, since employers are concerned with the risk that employees with better skills and capabilities will leave the organization (Tanova and Holtom, 2008), it is in their interest to discover which are the causes that lead the employees to quit and which are the policies and practices that prevent them from leaving.

So far, a lot of attention has been paid to the external causes such as pay, rewards, work-life balance and supervisor behaviour as the main factors that can predict turnover. Indeed, they have been discovered to be valid antecedents of the decision to leave since they explain a

significant part of the turnover variance. However, in this research I will not focus on the decision that is dictated by external influences rather on the decision that can be directly traced to the nature of individuals. Precisely, I will focus on the personal values of individuals and their role in the decision whether to quit or participate in an organization that shares the same values.

All that being said, it is important to present the context in which I will do research. I will conduct the research in a Norwegian mission-driven company operating in the health sector, which existence depends entirely on how the mission inspires and motivates its stakeholders. Many companies state that they are mission-driven, but simply having a mission statement is not what it makes a company to be considered as such. Being mission-driven means that the company was established to protect and promote human well-being and it is committed to accomplish such purpose and not just earning profits (Grant and Sumanth, 2009).

Nowadays, employees place greater importance on the prosocial practices that organizations are implementing (Donia and Tetrault Sirsly, 2016). Employees' prosocial motivation, defined as the desire to benefit others, is driving their actions and decisions regarding potential employment (Bolino and Grant, 2016). Prosocially motivated individuals are attracted by companies that pursue prosocial missions. According to Birkinshaw et al. (2014), the pursuance of a prosocial mission creates stronger motivational basis for working in an organization. Indeed, individuals with prosocial motivation decide to work there as long as they believe that through the job they are able to accomplish their prosocial values. Therefore, it is worth to point out that when employees share with companies the desire to benefit others, they are increasingly motivated to contribute in order to accomplish such mission since they are simultaneously fulfilling their personal values. Employees characterized with these traits will adopt a long-term perspective, since the pursuit of a prosocial values is itself an intrinsic reward and predisposes them to delayed gratification (Thompson and Bunderson, 2003).

Consequently, employees that can fulfil their prosocial values, by working in companies that operate in accordance with their values, will be satisfied with the job and willing to put extra effort in order to contribute to community and societal interests. Job satisfaction is defined as the degree to which individuals like or dislike their job. However, this strong motivation and, consequently, job satisfaction might be easily destroyed, when employees perceive that the prosocial mission is breached by the company. In other words, when employees believe that the effort of the company and their own effort do not take the same direction, they feel betrayed

by the company. Mission breach refers to the employees' perceptions that the company has failed to fulfil its promise, that is the pursuance and accomplishment of the mission. Consequently, the breach of the promise, representing the basis on which the relationship between the company and its employees has been built, might have an impact on their attitude toward the job, namely job satisfaction and, ultimately, on turnover.

By looking at the context and at the prosocial mission guiding the companies' action, this research aims to investigate whether and to what extent employees' prosocial motivation through job satisfaction predicts turnover. Moreover, it wants to analyse how such relationship is affected when a mission breach occurs. This thesis seeks to devote attention to a potential predictor of turnover and to develop a foundation in this research area, which future researchers can further expand. Therefore, according to the aim, my research question is:

To what extent does prosocial motivation affect turnover through the mediation of job satisfaction, being the relationship between prosocial motivation and job satisfaction moderated by mission breach?

1.2 The purpose of the study and its contributions

In this thesis, I aim to contribute with insights on employee turnover in the context of a mission-driven company. In collaboration with a Norwegian producer of medical equipment, my aim is to gain an enhanced understanding of the antecedents of turnover within a company that is focused on *helping save lives*. I believe that it is an optimal organization to explore since the goal to *help to save 500.000 lives every year by 2020* of its current strategy is highly prosocial. It is further expected that since the mission is deeply rooted in everything the organization does, it will provide the research with stronger results, than examining an organization with a more redundant mission statement.

The purpose of this thesis is to investigate whether the prosocial motivation of employees that originates from their personal characteristics will lead to a reduction of turnover in a company with a prosocial mission. Thus, I will examine whether this relationship is mediated by job satisfaction. Furthermore, I will investigate whether the relationship is affected by the employees' perception that the mission has been violated.

The findings are expected to provide evidence that the impact of prosocial motivation on job satisfaction and, ultimately, on the reduction of turnover will be at its highest when the perception by the employees that the company is breaching the mission will be at its lowest. The thesis particularly aims to provide evidence that prosocially motivated employees have a lower intention to leave a company which operates in accordance with its prosocial mission than individuals that do not care about benefitting others.

By conducting this research, the goal is to contribute to the existing job satisfaction literature by offering two new potential antecedents of employees' job satisfaction, namely prosocial motivation and mission breach. Indeed, I present prosocial motivation as a significant predictor of job satisfaction. Moreover, I also introduce a moderation effect of mission breach in order to verify whether and how it affects the relationship between prosocial motivation and job satisfaction.

Furthermore, I contribute to the turnover literature by offering a new alternative model, that is a moderated mediation, which, to my knowledge, has not been investigated yet. Through the analysis of the relationship between prosocial motivation and turnover mediated by job satisfaction and moderated by mission breach, I discuss about additional motives for which employees leave a mission-driven company.

Through a quantitative summary of the empirical relationship between prosocial motivation and actual turnover, my aim is to contribute to the turnover literature by providing an alternative model which predicts turnover as well as to expand the knowledge on how employers can prevent employees from quitting.

1.3 Structure

To answer the research question, I will conduct the research according to the following structure. First, I will present the existing theories on prosocial motivation, job satisfaction, breach of the psychological contract and turnover in the literature review section. Second, I will develop a research model in order to be able to respond to my research problem. Further on, I will present the context in which the research has taken place and the method used to collect and analyse the data. The results will be then presented with a final discussion of the findings and their contribution to existing literature. I will also introduce some avenues for future research. Finally, a conclusion is presented in section 6 of this thesis.

2. Literature review

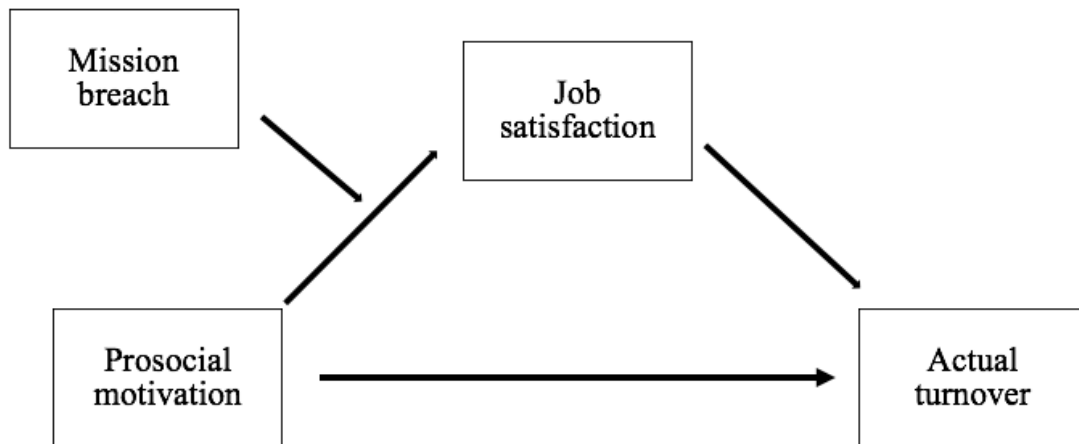
The theories presented in the following section were chosen in order to define thoroughly the main research areas and to gain insights on the knowledge that has been reached so far. The academic articles were selected from the leading management and psychological journals such as Personnel Psychology, Journal of Applied Psychology, Academy of Management Journal, Academy of Management Review, The Academy of Management Annals, Journal of Organizational Behavior, Human Resource Management Review, European Management Journal through a computerized search of EBSCO database¹. During the first phase of research, I looked for papers that deal with turnover in a more general way without focusing on specific antecedent and relationships. Building on what I discovered I refined my research and focused on the main topics in order to answer the research question. The key searching criteria used were prosocial motivation, mission, job satisfaction, intention to quit, actual turnover, psychological contract breach and mission breach. The year 1958 was chosen to begin the search because the first study on turnover has been published by March and Simon during that year.

In this section, I will first introduce the research model built with the aim to answer my research question. Hence, I will elaborate on the variables and relationships by providing a definition of the concepts and by developing the associated hypothesis. I will start by defining the turnover phenomenon. Subsequently, I will present the theories on prosocial motivation, job satisfaction and psychological contract breach covering the importance that these variables have in predicting the turnover behaviour of employees.

¹ Elton Bryson Stephens Company host.

2.1 Research model

Figure 1: Moderated mediation model



The model that I built to answer my research question is a moderated-mediation. Through the use of this model I would like to quantify the impact of prosocial motivation on actual turnover that is mediated by job satisfaction, while it is moderated by the mission breach.

2.2 Turnover

As mentioned above, the purpose of this paper is to investigate and explain the relationship between prosocial motivation and employee turnover in a mission-driven company. Therefore, the focus of the research is on actual turnover, but before defining turnover, it is necessary to make a distinction. Turnover comprises two types: voluntary and involuntary turnover. Voluntary turnover is defined by Price (1977) “as the movement across the membership boundary of an organization, which is initiated by the employee”. According to Hom and Griffeth (1995, p.5), voluntary turnover is the “voluntary cessation of membership in an organization, by an individual who receives monetary compensation for participation in that organization”. Hence, there are several definitions of voluntary turnover which have in common the main principle: the employee willingly chooses to resign from the organization. On the contrary, involuntary turnover is initiated by the employer, who makes the decision to discharge an employee. It includes dismissals, retrenchments and deaths (Iverson, 1999). The focus of the present research is, therefore, voluntary turnover.

2.3 Prosocial motivation

As previously mentioned, in my study I will focus on a different form of motivation that has not been the focus of the turnover literature yet, namely prosocial motivation. Prosocial motivation highlights the social aspect of work and drives the individuals to care about benefiting others besides themselves. It is defined as "the desire to have a positive impact on other people or social collectives" (Grant and Berg, 2010, p.1). Therefore, individuals that strive to promote and protect the welfare and well-being of other individuals can be considered as givers that through their prosocial behaviours have a positive impact on co-workers, customers, teams and other stakeholders of the organization (Hu and Liden, 2012). Before going into details, it is relevant to make a distinction between prosocial motivation and prosocial behaviour. Even though they are closely connected phenomena, they are two distinct concepts. According to Bolino and Grant (2016), prosocial behaviour is the behaviour performed by an employee with the intention of promoting and protecting the welfare of individuals toward which is directed. It is the act of benefitting others and it can be performed in several ways. It includes actions like helping, defending and being loyal to the organization, tolerating imposition, obeying the rules and actively taking part in the life of the organization and making constructive suggestions for change. Therefore, it is important to remember throughout the study that prosocial motivation is the desire to benefit others while prosocial behaviour represents the acts that benefit others. The focus of the present research is prosocial motivation, since it represents the desire that comes directly from individuals, while it is difficult to control how and why prosocial behaviour occurs. It might be a consequence of the desire to benefit the others, but it might be also due to external factors such as imposition from superiors.

Following the definition of prosocial motivation, the desire to make a prosocial difference can result from two sources. On the one hand, several scholars have conceptualized prosocial motivation as a trait of the individual. In this case, what distinguishes one individual from the other is the difference in the personality and the value system of the individual. In this case, the propensity to benefit others can be considered a stable tendency since it originates from individual's stable characteristics. On the other hand, the desire to help others can also emerge due to situational and contextual factors that motivate the individual to behave accordingly (Bolino and Grant, 2016). For example, the mission of the company can influence employees and induce them to act in the interest of other stakeholders. In this research model, I will

consider the trait-like prosocial motivation as the independent variable, since my aim is to verify the impact of individuals' nature and prosocial values on turnover.

Furthermore, it is worth to point out that prosocial motivation shouldn't be equated with altruism. At the basis of this principle is the distinction that scholars make between the pure orientation towards the others and the focus on the self as two independent constructs. Altruism can be defined as the orientation towards the others neglecting to take care of oneself (Bolino and Grant, 2016). Contrarily, egoism occurs when one's self is the motivation and the goal of one's own action. Indeed, researchers have found empirical evidence that individuals can be both self-concerned and other-oriented since the two concepts are independent. Therefore, prosocial motivation emerges when people seek to maximize the interest of others as well as their own (Bolino and Grant, 2016). Such individuals can be considered as prosocially motivated and not altruistic since they may offer help to a co-worker with the goal to bring advantage to the beneficiary and to perceive personal satisfaction.

Building on the definition of prosocial motivation and prosocial behaviour, it can be argued that they can have an impact on individual and organizational-level outcomes. In the context of a mission-driven organization characterized by the mission of helping save lives, I will assume that the desire to help others is the primary goal of a prosocially motivated employee. The desire of being loyal to the organization, actively taking part in the life of the organization, making constructive suggestions for change and other forms of prosocial motivation and behaviour will be considered of secondary importance. According to Podsakoff et al. (2009) the desire and the act of helping others can benefit organizational-level outcomes in terms of performance, productivity and customer satisfaction. Similarly, it can influence not only performance evaluations and reward allocation decisions but also a variety of employee withdrawal-related activities at the individual level. Therefore, it is in the interest of organizations to keep prosocial motivation among employees alive and to promote this kind of behaviour.

2.3.1 The relationship between prosocial motivation and turnover

Several corporations are adopting cause-driven mission statements. These are becoming increasingly important since they have motivational properties. In this regard, mission statements not only have the capability to attract potential employees, but they also influence the decision of employees when it comes to choose whether to stay or leave the employer.

Similarly, they are believed to influence employees' overall performance across various tasks, jobs and extra-role duties. Indeed, a mission statement motivates them to proactively participate in the ordinary activities and to perform effectively in order to achieve the organizational objectives (Smith, 2016). However, the existence of a prosocial mission does not by itself guarantee high motivation levels. According to several empirical studies from the person–organization fit literature there should be a congruence between employees and employers (e.g. Akerlof and Kranton, 2005; Kristof, 1996). The positive motivational properties of organizational missions may be tapped only when there is a minimum match between individuals and organizational missions.

People with a prosocial motivation are attracted by companies that have a prosocial mission and goal. While working for such companies, individuals perceive that they fit in the organization, since both of them are working in the same direction. Therefore, employees expect to have such goals and mission achieved or at least that the organization is working for reaching them in order to fulfil their personal and moral goals. This is the reason why employees are long-term oriented and, hence, they do not expect a short-term gratification as in the case of economic or socioemotional-based contracts (Thompson and Bunderson, 2003). Such long-term orientation predisposes the employees to delayed gratification and “victories” and patience toward the organization.

When the compatibility between organizations and individuals is present, there is person-organization fit. However, the fit can be distinguished into supplementary and complementary (Kristof, 1996). Supplementary fit occurs when a person "supplements, embellishes, or possesses characteristics which are similar to other individuals" in an environment (Muchinsky and Monahan, 1987, p. 269). This congruence can be differentiated from the complementary fit, which occurs when a person's characteristics "make whole" the environment or add to it what is missing (Muchinsky and Monahan, 1987, p. 271). Since I am presenting the congruence between the prosocial values in which the employee believes and the values that the company is pursuing I will focus on the supplementary fit only. In particular, I will consider a specific form of fit, that is value congruence as long as values represent an enduring component of organizational culture that guides employees' behaviours in the long term (Kristof, 1996). Indeed, most researches indicate that value congruence is a significant determinant of actual employee turnover within a few years of the initial assessment of fit (e.g. O'Reilly et al., 1991).

Indeed, once the individuals are hired by the company, they engage in a cognitive evaluation of their own future prospect of membership in the organization (Maertz and Griffeth, 2004). Specifically, they frequently ask themselves whether they can accomplish their personal values through the future membership at the organization. At this point, the motivational force depends on this reasoning. Indeed, the belief that it is possible to fulfil personal values through continued membership creates motivation to stay, whereas the expectation that valued goals are unlikely to be met at the current organization in the future creates motivation to quit (e.g., Lee & Mitchell, 1994; Mobley et al., 1979).

To conclude, a kind of exchange relationship is established between the employee and the employer, in which the employee contributes with his or her effort to pursue a company's prosocial goal in exchange for the opportunity to reaffirm a personal value. As mentioned before, employees offer help to a co-worker with the goal to bring advantage to the beneficiary and, in return, they perceive personal satisfaction (Bolino and Grant, 2016). Therefore, as long as this exchange situation will exist, employees will continue to nurture the desire to help the others.

Hypothesis 1: Prosocial motivation is negatively related to employee turnover.

2.4 Job satisfaction

There is a variety of definitions of employee satisfaction; nevertheless, they all refer to one main concept: the degree to which individuals like or dislike their job. Frequently, the measure of job satisfaction is used as an indicator of employees' well-being at work (Koopman et al., 2016). There are different causes that induce individuals to have an affective feeling towards their job. Attitudes towards pay, working conditions, co-workers and managers, career prospects and intrinsic aspects of the job may influence the level of employee's satisfaction in the organization. The degree to which employees' expectations are met determines the level of satisfaction. However, beyond situational factors, it has been proved that job satisfaction is also dispositional. That is, individuals with a predisposition to experience positive emotions will more likely be satisfied than individuals who are more inclined to experience negative emotions (Boswell et al., 2005).

However, there is a definition of job satisfaction that better suits the circumstances in which this research is being done. Precisely, Locke (1976) describes job satisfaction as "the

pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". By defining job satisfaction as a result of the achievements of one's values, Locke has introduced a distinction in his theory from the existing ones. Contrarily to the theories of Maslow or Herzberg which are built on the concept of need, Locke placed greater attention to values, defining them as "that which one acts to gain and/or keep". That is, individuals feel satisfaction when they can simultaneously pursue their own values by doing their job, since it allows to reach them in an easier manner. Therefore, dissatisfaction results from the discrepancy between one's performance, required to discharge a task, and his or her set of values.

2.4.1 The relationship between prosocial motivation and job satisfaction

Multiple studies have paid attention to the ways in which being impacted by others affects employee job satisfaction. For instance, there has been considerable debate on how behaviours performed by supervisors, co-workers and other stakeholders impacted employees' job satisfaction. Yet little has been discovered about how the perception of having an impact on others influences job satisfaction. This research aims to take this direction and to address this gap focusing on how employees' prosocial motivation and perception of benefiting others affects their own job satisfaction (Grant and Campbell, 2007).

According to what has been previously said and following Locke definition (1976), people that can pursue their values by doing their job will be very satisfied, since the job can be considered as a means and a facilitator to accomplish their moral principles. At the same time, the mere fact of working for a company that shares the same prosocial values brings gratification to the employees. In other words, being a person that is motivated to accomplish a prosocial value, in this case helping to save lives, and working for a company that gives the opportunity to act in accordance with it, will increase the affective feeling toward the job and commitment to both the job and the organization. The person-organization fit (Kristof-Brown et al., 2005) underpins this reasoning, since it implies that prosocial motivation leads to job satisfaction when employees have the opportunity to benefit others through their job. According to Kjeldsen and Andersen (2013), who conducted a study about the relation between prosocial motivation and job satisfaction within both the public and private sector, prosocial motivation is positively related to job satisfaction when employees perceive that they are benefiting others through their job. Therefore, it is important to consider the person-

organization fit when evaluating the impact of prosocial motivation on job satisfaction. In our case, the person-organization fit can be assumed to exist, since the mission of the research object demonstrates clearly the attempt to act prosocially and therefore, to affect others positively.

Furthermore, Moynihan et al. (2015) in their study on the relationship between prosocial values and subjective well-being have provided evidence that the desire to help others, that is prosocial motivation, is a valid antecedent of subjective well-being. Indeed, they interpreted the results by drawing on the Self-concordance theory by Sheldon and Elliot (1999) and concluded that employees feel satisfied as long as they are able to act in line with their values.

Hypothesis 2: Prosocial motivation is positively related to job satisfaction.

2.4.2 The relationship between job satisfaction and turnover

Rubenstein et al. (2018) have assessed the progress made in describing and explaining the turnover behaviour since the first empirical study of March and Simon in 1958. In their research, among the job attitude predictors such as job satisfaction, organizational commitment and job involvement, job satisfaction has manifested to have the strongest effect on turnover (-.28).

A few years before the meta-analysis of Rubenstein and his colleagues, Griffeth et al. (2000) have conducted a meta-analysis on the antecedent of turnover and have achieved similar results. By using a predictive design, in which data of actual turnover were collected at a later date than data of employee satisfaction, it emerged that job satisfaction is an important predictor of employee withdrawal behaviour. More precisely, employees who left the job were those who manifested lower level of satisfaction with the job during the previous years. Therefore, according to the research of Griffeth et al. (2000), it can be concluded that job satisfaction is negatively associated with turnover (-.19), since dissatisfaction with one's job prompts a rational process inducing employees to leave and look for a new employment (Mobley, 1977).

Hypothesis 3: Job satisfaction is negatively related to actual turnover.

2.5 The relationship between prosocial motivation and turnover mediated by job satisfaction

With regard to the next proposition, there is a gap in the literature for what concerns the relationship between prosocial motivation and actual turnover mediated by job satisfaction. Therefore, since I wasn't able to find existing theory that has already dealt with such relationship, I used the theories about job satisfaction mentioned in the previous sections in support of the proposition.

Based on the person-organization fit literature, it is possible to argue that the mere fact of working for a company that shares the same prosocial values increases individuals' job satisfaction. Therefore, employees with a prosocial motivation who work for a mission-driven organization that gives them the opportunity to act in accordance with their prosocial values, that is helping other stakeholders, will achieve a high level of job satisfaction (Kristof-Brown et al., 2005).

Moreover, I can assume that employees will constantly assess whether the organization is committed to achieve the prosocial mission. In particular, the employees' personal principles prompt judgments about how well they can integrate their values with the organizational ones. Employees will ask themselves whether they can attain such values while staying within the current organization. When the employees judge that the organization will help them to act in line with their values, the decision will be to stay. However, a lack of alignment between the organizational and employees' values can lead to judgments about the level of the expected job satisfaction and likelihood for the duration of that expected job satisfaction. If a lack of fit persists, employees can either change their own values to adapt to the organizational ones or job dissatisfaction results. When dissatisfaction endures employees simply leave, upon realizing that they are unhappy (Lee and Mitchel, 1994).

Hypothesis 4: The negative effect of prosocial motivation on turnover is fully mediated by job satisfaction.

2.6 Mission breach and psychological contract

2.6.1 Definition of a psychological contract

A psychological contract represents the foundation on which an employment relationship is built. It can be defined as “a set of employee’s subjective beliefs about the reciprocal obligations that compose an employee-organization relationship” (Morrison and Robinson, 1997 p. 228). In other words, it represents a formal or implied contract that is established when an employee becomes part of an organization. Specifically, psychological contracts are not merely about expectations, since they imply one-way relationship, in which the employee expects to receive something from the organization without making any contribution (Robinson and Rousseau, 1994). Yet they refer to mutual obligations and a reciprocal exchange. Employees expect the organization to fulfil its promises in exchange for their effort and hard work (Morrison and Robinson, 1997). Although the former definition clearly indicates that the contract is established between the employee and the organization itself, rather than any specific agent within the organization, it is important to emphasize that the organization is not seen as possessing a psychological contract of its own. The organization can state some standards of work and provide a context for the creation of a contract, but it cannot perceive it. Therefore, scholars concluded that the psychological contract is held by the employees alone.

Moreover, it is worth to point out that there is a further distinction that researchers and practitioners made within the psychological contract literature. In particular, they distinguish between transactional and relational contracts. The transactional contract is characterized by short-term and monetizable obligations, based on tangible gains, which are typical of relationships that do not require an affective but rather a superficial involvement of the parties. On the contrary, a relational contract covers broad and long-term obligations which commonly characterize relationships built on loyalty, organizational commitment and trust (Thompson and Bunderson, 2003). Employees involved in this type of relationships believe that there is more than a mere economic exchange. This distinction is fundamental for the subsequent analysis of the psychological contract breach and the consequent employee behaviour.

2.6.2 Psychological contract breach

Morrison and Robinson (1997) define the violation of a psychological contract as “an employee’s cognition that the organization has failed to meet one or more obligations within one’s psychological contract in a manner commensurate with one’s contribution”. According to Thompson and Bunderson (2003), the psychological contract breach doesn’t originate solely from perception of direct personal mistreatment, as most of the research has proved, but also from a perception that the organization has abandoned an espoused principle and cause. Since most of the motivation of employees comes from the belief that they work for a higher purpose and a bigger cause, organizations purposefully adopt a highly significant mission to attract and retain such employees. In this way the employees, while working for a bigger cause, expect to be rewarded by successful achievement of prosocial values rather than by social or economic benefits (Thompson and Bunderson, 2003). Therefore, the exchange relationship between the employer and the employee is based on such ideological currency according to which the company is committed to pursue a valued cause or principle and the employee contributes to the accomplishment of such aim by simultaneously fulfilling his or her personal goal. The breach may result from any action that is inconsistent with the employee’s belief in a reciprocal obligation and that threatens the achievement of the promised cause. Since the organization represents an embodiment of what the individual stands for in a moral sense, actions by the organization that contradict the communicated values pose a threat to an individual’s self-concept.

A violation of the psychological contract can have a negative impact on employees’ behaviour and attitude, since the trust on which the relationship was built has been broken. Such feeling of betrayal can lead employees to experience anger, offence, resentment, unfairness, harm and dishonesty. Even more, one of the most usual consequences of psychological contract breach is employee dissatisfaction, leading the individuals to perform less effort and extra-role duties to compensate for the obligation that the company didn’t adhere to (Robinson and Rousseau, 1994). Bunderson (2001) has found support for his hypothesis that a perceived breach at time 1 is negatively correlated with job satisfaction at time 2. A common response of the employees to the violation of the contract can be also an increase in the desire to leave the organization and the search of a new employment relationship in which they can successfully accomplish their personal values.

Hypothesis 5: Mission breach is negatively related to job satisfaction.

2.6.3 The moderation of mission breach on prosocial motivation and job satisfaction

Employees with a prosocial motivation are willing to work for a company that shares their values and, hence, wants to benefit others. Driven by the prosocial motivation to achieve the valued purpose, expressed by the mission, they seek employment in organizations that are trying to achieve these ideological objectives. They expect that by working for a company which shares the same prosocial values and helping the same company to accomplish them will satisfy their moral and ideological needs. Based on such relationship, a psychological contract is established between the organization and the employees. However, when the organization is unsuccessful to meet its obligation by failing to implement the prosocial mission and to act in accordance with it, employees perceive that the psychological contract has been violated (Thompson and Bunderson, 2003). There might be different motives due to which employees might start doubting that the company is heading towards the achievement of the mission. For instance, the company might act completely against the communicated values and employees might realize that the prosocial mission is simply “greenwashing”. Alternatively, it might happen that employees do not see the goal and the progress because the company is not clearly communicating what the aim is and how it is pursuing it. At the same time, employees might not be able to recognize how they contribute to the achievement of the mission due to the absence of contact with beneficiaries or due to the lack of feedbacks and rewards. In this last case, they might perceive to be helpless and not valuable for the fulfilment of the mission. Therefore, motives such as unmet expectations, loss of trust, loss of inducements, feelings of inequity and impediments to goal progression contribute to the most common consequence of a mission breach, that is the decrease of job satisfaction (Rayton and Yalabik, 2014). Robinson and Rousseau (1994) have found support that the discrepancy between what was expected and what was received represents a major source of dissatisfaction. However, it is worth to point out that when employees do not expect anything from the organization, they will hardly feel betrayed when the company does not act in the promised direction.

Hypothesis 6: The relationship between prosocial motivation and job satisfaction is moderated by the employees' perception of the mission breach.

2.6.4 The relationship between prosocial motivation and turnover mediated by job satisfaction and moderated by mission breach

Based on the previously introduced theory, I assume that individuals with a prosocial motivation will be interested in working for a company with a prosocial mission. When employees' values are aligned with the organizational ones and when they can achieve their personal goals by performing a job in such organization, their satisfaction will increase. This will affect the behaviour of employees leading to a reduction in turnover, since they firmly believe that the company will enable them to accomplish those values in the long-term. However, according to the contractual forces presented by Maertz and Griffeth (2004) if they realize that the company has violated one or more obligations, the employee will feel to owe less obligations to the company, including the obligation to stay. Individuals with high prosocial motivation will be induced to leave the organization to a higher extent than individuals that do not care about benefitting others, because the accomplishment of prosocial values of the formers will be denied and, hence, their job satisfaction will decrease.

Hypothesis 7: The relationship between prosocial motivation and turnover is fully mediated by job satisfaction and moderated by the mission breach.

3. Method

In the following section, I will describe the company in which the research has taken place with a special focus on the mission characterizing it. Later on, I will focus on the research purpose, research method, research approach and research strategy used in the study. Data collection technique and measures will be described, in order to better understand how I conducted the analysis. Finally, validity and reliability concerns will be explained as well as the ethical and practical issues.

3.1 Norwegian Medical Producer

In this section, I introduce the Norwegian Medical Producer (NMP) with the aim to gain a deeper understanding of the turnover dynamics among employees in the context of a mission-driven company. Therefore, a company description will be provided with a focus on its mission and goal, which represent the most important driving forces for the development of the organization and its employees.

The justification for choosing a NMP as the main research object is that I sought to analyse the relationship between prosocial motivation and actual turnover in a mission-driven organization, since I believe that this is the optimal environment in which such dynamics can appear. The NMP seems to be the appropriate example of an organization that puts the emphasis on the purpose and values going beyond the mere scope of generating profits.

3.1.1 Company description

NMP is a Norwegian family-owned group formed by two organizations operating in the health sector. With a unique commitment for continuous improvement, NMP produces and supplies health equipment and training programs in resuscitation, emergency care and patient safety, while the non-profit company engages in the development of high impact and low-cost training and therapy products. According to the CEO, the two organizations are complementary to each other since NMP brings financial sustainability which enables the non-profit organization to account for approximately 80% of the life saved. The rarity that characterizes NMP is the continuous attempt to help solve people's problems rather than simply offer a set of products. With a unitary vision and mission, the two companies attempt to implement global health initiatives for customers spread all over the world. Indeed, the

company operates through its own sales offices in 24 countries, employing approximately 1500 employees. NMP's headquarter is located in Stavanger, Norway, where the company has established the first manufacturing site. Besides Norway, the company has ventured also into China, Mexico and U.S. and started with the manufacturing activity abroad. However, the influence of the Norwegian culture could not go unnoticed.

“If we can create value to society at large and do our job well, satisfactory economic results will follow and allow us to build a stronger company with time” (Impact Update January 2018) is the NMP founder's philosophy that accompanies the company's development since its foundation in 1940. As a small publisher of greeting cards and children's books, the company has begun a process of gradual transformation by launching new product lines such as wooden and plastic toys for children. Yet soon after the accident in which the founder's son was saved from drowning, the founder decided to exploit the expertise in producing plastic for a new purpose – helping save lives. In the light of such event and following the request from the Norwegian Civil Defence, the company has engaged in the development of a realistic training manikin to teach the general public how to perform a mouth-to-mouth resuscitation. Since then, the main dedication of NMP was to help improve global health. Following this principle, the company has pioneered in a broad range of products and programs for resuscitation training and emergency interventions by creating realistic patient simulators. With the aim of teaching as many people as possible to perform mouth-to-mouth resuscitation, the company has created the first life-size manikin, Resusci Anne, which was sold in 65 different countries during 1960s. During the last years of the 20th century, NMP has established different collaborations and partnerships and has expanded its operations abroad. For instance, NMP launched a semi-automatic defibrillator, enabling ambulance personnel to provide pre-hospital lifesaving treatment. Moreover, they developed a first aid kit for cars, which enabled to reduce the deaths of those that were harmed in traffic accidents. One of the most important collaborations with physicians has led to the creation of a high-tech patient simulator called SimMan. Its technology enables to reduce the errors made on humans in an emergency situation. The manikin simulates realistically physiological and neurological symptoms as well as pharmacological responses for over 145 drugs.

In light of its mission, the company continuously tried to improve and innovate its offering of equipment and the complementary training programs. Early reports show significant improvements in patient survival, NMP and American Heart Association believe that full

adoption of Resuscitation Quality Improvement (RQI) program can help save 50,000 additional lives per year in US hospitals alone (Impact Update January 2018).

In 2010, the non-profit organization was founded with the aim to help mothers and babies survive in developing countries. According to the Sustainable development goal “Good health and well-being”, the non-profit organization by forming several new powerful alliances aims to reduce the global maternity ratio to less than 70 per 100,000 live births by 2030, whereas it seeks to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births (Impact Update January 2018).

3.1.2 Mission and vision

The founder’s philosophy was present in the company since its foundations and, after 75 years of activities, is still a guiding principle of NMP’s operations. His values are pointing NMP’s employees in the right direction towards the achievement of NMP’s goal established in 2013. NMP’s purpose is to train and equip the rescuers in order to help 50,000 more cardiac arrest and accident patients survive and save 50,000 extra lives through improved patient safety. Moreover, the third and the major aim is to help save 400,000 more babies and mothers every year. These three pillars are underpinning NMP’s strategy until 2020. The priority of the company is helping, which is also reflected in the mission statement. Indeed, NMP describes itself as a mission-driven organization with the purpose of “helping to save lives”. Such prosocial mission is inspiring every employee whose contribution is believed to be a crucial and an irreplaceable asset for the achievement of the company’s aim. The founder was able to create a unique company culture, in which employees identify themselves and feel that their work has a special meaning. Thanks to its caring and committed people motivated by the mission and the vision of the company, it is possible for NMP to accomplish the ambitious goal of saving 500,000 lives every year by 2020. The long-term orientation of all the shareholders and stakeholders within the company ensures and strengthens the commitment to its mission and vision. Indeed, the employees are introduced to the company’s mission and values since the first day and they are constantly provided with information, books and pamphlets to read in order to get a better understanding of the organizational changes and developments. In this way, the employees are able to understand how their daily work affects the patients. The awareness of the employees that their actions have an impact on other people is likely to increase the motivation to make a prosocial difference.

3.2 Research design

In this section I will present the plan and the methodological choices made in order to answer my research question.

Due to the abundance of literature on turnover and its antecedents, the aim of this study is to investigate a specific research model which entails different factors affecting the turnover behaviour. Since I want to describe the relationship between prosocial motivation, mission breach, job satisfaction and actual turnover in a specific company which is characterized by a prosocial mission, as well as provide some explanation and conclusion to the data I analysed, I decided to go for a descriptive study. Indeed, during my analysis, I not only gained an accurate profile of the events that predict the phenomenon of turnover, but I also studied these issues in order to verify whether there is a relationship between the variables (Saunders et al., 2016).

The research approach is deductive, since the theories on turnover, prosocial motivation, job satisfaction and psychological contract breach represent the starting point of my research. Based on the literature reviewed, I deduced a testable set of hypotheses and, consequently, I tested them by collecting quantitative data (Saunders et al., 2016). Prior to the testing of the hypothesis, I also developed a research model on the existing theoretical assumptions.

As mentioned above, the data I collected are quantitative. Indeed, I conducted a quantitative study with the aim to describe the relationships between the variables, which are measured numerically (Saunders et al., 2016). In particular, I adopted a survey strategy since it is the most appropriate way for conducting deductive and descriptive research. Moreover, it is very common to use this type of strategy, when a large amount of standardized data needs to be collected in an economic way. However, it is unlikely to gather comprehensive data or sensitive information as those collected through interviews, since the limited number of questions included in the list impedes to explore in-depth the questions at stake. On the contrary, since the data are standardized, this strategy allows to easily compare the answers provided by individuals in the sample. It is important that the sample is representative in order to generate findings that are generalizable to the entire population (Saunders et al., 2016).

As already introduced, I adopted the questionnaire as a data collection technique. By developing and distributing self-administered questionnaires, each employee was asked to answer to the same set of questions about job satisfaction, perception of mission breach and

prosocial motivation in a predetermined order. It was fundamental that the questions were designed clearly and precisely in order to achieve a high response rate. The data variables that were collected through the questionnaire were of three types. In particular, the respondents were asked to provide their opinion about the breach of the mission by the company. It was possible to discover the characteristics of individuals through the attribute variable linked to prosocial motivation. The behaviour variable, instead, is represented by the measure of actual turnover. Moreover, it is worth to point out that the data were gathered from two distinct sources at two different points in time. Indeed, data on prosocial motivation, job satisfaction and mission breach were collected directly from the employees who answered to the survey in 2016, whereas statistics on actual turnover were provided by the company two years after, precisely in 2018. The collection of the data from different sources and the temporal separation between the measurement of the independent and dependent variables allow to control for common method bias (Podsakoff et al., 2003).

3.3 Data collection

3.3.1 Preparation and distribution of the survey

During the preparation of the survey, several steps have been followed in order to achieve the optimal result. Firstly, the existing literature and studies have been analysed in order to use some methodologies and questions developed by other scholars for similar studies. Indeed, several questions included in my study have been obtained from earlier ones, such as questions regarding mission breach and prosocial motivation. Once the questions were generated, they were modified in order to make them easily understandable to the respondents. Some adjustments were necessary to keep the question simple in order to guarantee higher level of concentration of respondents and, hence, higher accuracy in the responses provided. Moreover, wording of some questions was reversed to avoid the occurrence of common method bias (Podsakoff et al., 2003). The survey was prepared in the first language and then translated by professional translators into all nine languages, since the company has its sites dislocated all around the world. The questionnaires in different languages were compared among each other in order to ensure that the meaning remained the same.

A lot of effort has been put in order to ensure that the survey would have guaranteed a high response rate. All the employee in the population received the invitation by e-mail which

contained a personal link that could only be used by the individual employee to access the survey. Top leaders and managers of the company were crucial in delivering and encouraging the employees to respond to the survey. However, some follow-up e-mails have also been sent to those who had not yet responded. Besides the personal link to access the survey, a cover letter was included which contained an invitation to participate and described the purpose of the survey, which methods would be used for collecting data and which type of data would be collected, how the data would be elaborated and how the results would be used. The cover letter also emphasized that the survey would remain anonymous with the aim to reassure the employees that the data will not be used against them and consequently, to encourage them to respond accurately and honestly. This was repeated throughout the survey several times. Moreover, it was emphasized that the participation is voluntary and, hence, it would be possible to withdraw without giving a reason. The cover letter included also other information as required by the Norwegian Center for Research Data in order to raise awareness among the participants of the benefits and consequences of participation. In general, the preparation and distribution of the survey were adequate enough, since it is possible to ascertain that the response rate has been quite high.

3.3.2 Sampling process

Considering the research question and the research objectives, it can be argued that it is possible to collect and analyse the data from the entire populations. Therefore, it was decided to proceed with a census, since sampling it was not needed (Saunders et al., 2016). The survey was sent to all the 1,400 employees. 967 employees responded to the survey. However, only 700 were considered as a sample in my research, since not all of the 967 individuals have provided their own ratings on all the three measures of prosocial motivation, job satisfaction and perception of mission breach.

The employees included in the sample where 45% female and 55% male. Their age ranged from 20 to 71 years, with a mean of 44. The majority of the participants were from Norway, US and China. Approximately 35% of employees who responded to the survey possessed a bachelor's degree, 20% completed the master's degree while approximately 40% had an associate's degree or less.

3.4 Measures

The employee questionnaire consisted of measures assessing prosocial motivation, job satisfaction and mission breach. Actual turnover instead was measured two years after the questionnaires have been delivered based on the company's records of employees that left the company during those years. For all the question, a 7-point-scale has been used, according to which respondents answered 1 when they strongly disagreed and 7 when they strongly agreed with the responses. In the following part of this section, I will present the measures and the control variables included in the study.

3.4.1 Prosocial motivation

Prosocial motivation is measured by adopting a four-item scale of Grant (2008). Precisely, the survey contains four items for prosocial motivation, namely "Because I care about benefitting others through my work", "Because I want to help others through my work", "Because I want to have a positive impact on others" and "Because it is important to me to do good for others through my work". These four items are included in the survey with the aim to determine what motivates the employee to do their job. In particular, the aim here is to assess how much of the employees' motivation is caused by the desire to benefit and help the others. By looking at the items included in the survey, it is also possible to determine that such questions measure the trait-like prosocial motivation of each employee and not the state-like prosocial motivation generated by external and situational factors. The construct was measured during spring 2016. Cronbach's alpha for this measure was 0.936.

3.4.2 Job satisfaction

Job satisfaction is measured by using a shorter version of the scale developed and used by Brayfield and Rothe (1951). Brayfield and Rothe (1951) in their study developed the Job Satisfaction scale which entails 18 items measuring job satisfaction. However, in this research, as in many other existing studies including Judge et al. (2000), only five items of this scale were used. The sample item is "I feel fairly satisfied with my present job". The construct was measured during spring 2016. Cronbach's alpha for this measure was 0.792.

3.4.3 Mission breach

The measures of mission breach are taken from the study of Griep et al. (2015). In particular, the questions try to measure the perception of the employee of the mission breach. The sample item is “Encourage employee involvement in the mission”. The construct was measured during spring 2016. Cronbach’s alpha for this measure was 0.914.

3.4.4 Actual turnover

Data on actual turnover are directly provided by the company. Differently from the other measures described above, statistics on actual turnover have been collected during the year 2018. The research team directly contacted the company to gain access to the numbers and to those who left the company.

3.4.5 Control variables

Age, tenure and gender were used as control variables to isolate their effects from the effect of the main variables in the study. In particular, I controlled for them because it is believed that they have an impact on the employees’ turnover decisions.

3.5 Data analysis

The hypothesised research model was tested using the Statistical Package for Social Science (SPSS). First, I performed the Cronbach’s Alpha analysis, confirming the internal consistency of all the constructs. I investigated the dimensionality of the scale through the Principal Component Analysis on SPSS. I then proceeded with hierarchical regression analysis. Finally, I tested the hypothesis using Hayes (2013) developed macro, PROCESS, for SPSS. In addition, I conducted the slope test for the moderation to analyse the interaction effect of prosocial motivation and mission breach on job satisfaction.

3.5.1 Cronbach’s Alpha and factor analysis

I performed the Cronbach’s Alpha analysis for prosocial motivation, job satisfaction and mission breach. Cronbach’s Alpha is the most common index of internal consistency or reliability of the items included in a scale. Precisely, it measures how much the item responses correlate with each other (Bonett and Wright, 2015). Its theoretical values range from 0 to 1

and some statisticians argue that values above 0.7 are required in order to ensure that the questions combined are measuring the same construct (Nunnally, 1978). However, it is believed that higher values of Cronbach's Alpha are more desirable. Therefore, I also checked whether by removing some items the Cronbach's Alpha index would have improved and proceed with the deletion whenever it was the case.

Yet it should be emphasized that the Cronbach's Alpha is not a measure of unidimensionality. In order to establish unidimensionality I conducted the exploratory factor analysis, namely Principal Component Analysis (PCA), using VARIMAX rotation on SPSS. Firstly, it is recommended to assess whether the data are suitable to proceed with a factor analysis by performing the Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. When the Bartlett's test of sphericity is significant ($p < .05$) and the KMO index is higher than 0.6, proceeding with factor analysis is considered to be appropriate (Denis, 2018).

In order to determine the minimum number of factors that account for maximum variance in the data for the use in subsequent analysis, I investigated the results of factor analysis. The number of factors to be considered is determined based on Eigenvalues. All the factors with an Eigenvalue above 1 are included in the model. It is also possible to determine the number of factors by considering the cumulative percentage of variance extracted by the factors. The factors included in the model should account for at least 80% of the variance (Denis, 2018). As mentioned before, I performed a rotation of the components that were retained. After the VARIMAX rotation has been performed each original variable tended to be associated with one of the components and each component represents only a small number of variables. In this way, I was able to identify the number of factors included in the study and to establish the relationship between these factors in subsequent analysis.

3.5.2 Outliers and mean centering

Before continuing with further analysis, I analysed the data for detecting outliers. In order to identify them, I performed three methods for checking the distance values i.e. Cook's distribution, Mahalanobis distance and Leverage values. By combining these tests, I was able to recognize some outliers. However, since there was no relevant difference between the results from the regression analysis by using data which included and excluded the outliers, I decided not to remove them in order not to incur in some wrongful manipulation of the data.

Furthermore, since some scholars argue that mean-centering improves the representativeness of the results, slope test and plots, I also mean-centered the data before conducting the analysis. Mean-centering implies rescaling the predictors by subtracting the mean. It is recommended to mean-center the data especially in cases of moderation in order to avoid multicollinearity issues. Therefore, I first mean-centered the independent variables, the moderator and the control variables i.e. prosocial motivation, job satisfaction, mission breach, gender, age and tenure, and then I computed the interaction term.

3.5.3 Regression analysis

The hypothesised model was tested by performing binary logistic regression analysis on SPSS. Additionally, I analysed the model by using the PROCESS macro developed by Hayes (2013). Regression analysis is an important method for analysing quantitative data. By performing this type of analysis, it is possible to verify not only the existence of a significant relationship between the independent and dependent variable but also the strength of impact of several independent variables on the dependent one. Hence, it is appropriate to determine whether the hypothesised model exists in the population.

I performed a logistic regression analysis in order to establish a relationship between prosocial motivation, job satisfaction, mission breach and actual turnover. The dependent variable is binary, whereas the independent variables are continuous. The logistic regression model can be referred to by using two alternative forms. The first one can be defined by using the logistic function, where the probability that the event will occur is modelled as a non-linear function of several predictors:

$$\pi = Pr(Y = 1) = \frac{e^{\beta_0 + \beta_1 x_1 + \dots + \beta_p x_p}}{1 + e^{\beta_0 + \beta_1 x_1 + \dots + \beta_p x_p}}$$

The second form is represented by the logit form:

$$\log\left(\frac{\pi}{1-\pi}\right) = \log\left(\frac{Pr(Y=1)}{1-Pr(Y=1)}\right) = \beta_0 + \beta_1 X_1 + \dots + \beta_p X_p,$$

where the logarithm of the ratio between the probability that the event will occur and that the event will not occur is modelled by a linear function of several predictors.

In logistic regression, the maximum likelihood method is used in order to estimate the model coefficients. In this equation the coefficients are estimated with values that give the observed

data the maximum probability of occurring. The focus of the logistic regression analysis is the task of estimating the log odds of an event represented by the values of the coefficient (β). To make the coefficient useful for interpretation, the log odds are converted into odds by taking the exponent of the value for all the coefficient values ($\exp(\beta)$). The odds of an event are represented by the ratio of the occurrence probability π to the probability $1 - \pi$ of non-occurrence. When the relationship between the independent and dependent variable is positive, the odds are greater than one; when the relationship is negative, the odds are less than one. Thus, I used this method to evaluate how each variable affects the probability that the turnover will occur.

Furthermore, some testable propositions hypothesized that mission breach moderates the relationship between prosocial motivation and job satisfaction. In addition, it was assumed also that there is a mediation effect of job satisfaction between prosocial motivation and turnover. Therefore, I can argue that the hypothesized model is a moderated mediation which corresponds to the Model 7 of Hayes (2013) proposed models on PROCESS. In order to better understand what a moderated mediation model is, I will first define the different variables. A variable is a mediator when it explains the relationship between the other two variables, while a moderator is a variable that influences the strength of the relationship between an independent and dependent variable. In order to verify how the degree of the relationship between prosocial motivation and job satisfaction varies across different levels of the moderator, an interaction term was created by multiplying the independent variable and the moderator (Hayes, 2013). When the interaction term is significant, the effect of the independent variable on the dependent one varies significantly depending on the moderating variable.

3.5.4 Assumptions in regression analysis

Before conducting the binary logistic regression analysis, it was necessary to take some assumptions into consideration to achieve unbiased results. First, logistic regression does not require a linear relationship between the dependent and the independent variable, but it requires that the independent variables are linearly related to the logit transformation of the dependent variable. Second, the logistic regression requires the dependent variable to be binary. Third, it is not needed to assume normality, since the error terms do not need to be normally distributed. Forth, the homoscedasticity is not required. Finally, the logistic regression requires the observations to be independent of each other and that there is no

multicollinearity among the them. However, when multicollinearity is present, mean-centering represents a solution to reduce it.

In order to check whether the first assumption holds true for the data, a scatter plot was created to visually inspect the relationship between each predictor and the logit values. The relationship between the logit values and the predictors was linear. The second assumption is also verified since actual turnover is binary with 1 meaning that employees left the organization and 0 meaning that employees still work in the company. With regard to multicollinearity, I checked the variance inflation factors (VIF) in SPSS. As a rule of thumb, VIF values above 5 or 10 as well as tolerance values under 0.1 indicate the presence of multicollinearity (Saunders et al., 2016). All variables in my model have a VIF value around 1 and a tolerance value around 0.9. Therefore, it is possible to conclude that there is no collinearity. All the remaining assumptions are verified without further investigation.

3.5.5 Conduction

I tested the model in three separate but complementary stages.

First, I tested the relationship between prosocial motivation and job satisfaction moderated by mission breach through a hierarchical analysis divided into three steps. With the aim to verify how the variance explained by the independent variables improves, during each step I added specific variables into the model. Model 1 included job satisfaction (JS) and the control variables i.e. age, gender and tenure. In Model 2, prosocial motivation (PM) and mission breach (MB), were added. Finally, Model 3 encompassed the previously mentioned variables and the interaction between mission breach and prosocial motivation.

Second, I repeated the hierarchical regression analysis for testing the relationship between prosocial motivation and actual turnover. Similarly, during each step, certain variables were included in the model.

Finally, I also tested the model using PROCESS macro Model 7 for moderated mediation (Hayes, 2013), where all the variables were added simultaneously, contrarily to what has been done in the hierarchical regression model.

3.5.6 Slope test

In order to achieve an enhanced understanding of the interaction effect, I performed the slope test. This analysis has the aim to discover not only the direction of the slopes but also whether they are significant predictors of job satisfaction, which mediates the effect on turnover.

I plotted the relationship between prosocial motivation and job satisfaction at different levels of mission breach. Precisely, I displayed such relationship at high, medium and low levels of the moderator. There are two techniques to plot an interaction effect. On the one hand, it is possible to use SPSS and its tools to plot such relationship. On the other hand, the relationship can be visually represented by entering the data into an Excel spreadsheet (Dawson 2017). Nevertheless, in both cases the data and the coefficients are computed using the macro PROCESS pick a point approach. By selecting a high, medium and low value of the moderator, this method computes the different effects of the independent variable on the dependent variable. Since I mean-centered the variables, the medium value of the moderator is equal to its mean, whereas for high and low values the standard deviation is added to or subtracted from the mean value. In this way, it becomes evident the impact of the mission breach on job satisfaction.

3.6 Reliability and validity

When assessing the quality of the research, it is important to focus on two main concepts, the validity and reliability of the data collection techniques. Following on with the reading of the current section, it will be possible to notice that several actions were successfully taken to achieve a satisfactory level of reliability and validity.

According to Saunders et al. (2016, pg. 730), validity refers to the extent to which “the data collection technique measures what it intends to measure”. Precisely, this type of validity is called internal validity or measurement validity, since the major concern of a researcher is “that what is found with the questionnaire actually represents the reality of what is measured”. Since the questionnaire used for this research entails measures that have been used previously in other relevant studies which were proved to be valid, it is possible to conclude that the questionnaire has a high internal validity. Moreover, the measures consist of several statements that address the same construct from different perspectives, in order to ensure that the respondents clearly understand and correctly respond to the questions. Following this

argument, it is possible to conclude that not only internal validity is high, but also construct validity is proved to be high, since the measurement questions capture the presence of the construct that I intend them to measure. Additionally, in order to ensure a high internal validity, I tested the measures by conducting Cronbach's Alpha analysis. The rotated matrix in the exploratory factor analysis also demonstrates that the items relate to their construct and do not load on other concepts, which confirms discriminant validity. The results are presented in the next chapter.

Simultaneously, it is also relevant to ensure content validity. Content validity refers to whether the measurement device provides an adequate coverage of the investigative questions (Saunders et al., 2016). I can conclude that the measurement device, in this case the questionnaire, has a high content validity since the research and the questionnaire were defined based on the existing literature. Prior to designing the questionnaire, I thoroughly delimited the main research area and gain insights of the content through the review of the turnover literature.

External validity instead, refers to the extent the research findings can be generalized to other research settings. On the one hand, the census and the high number of responses obtained enables to create a sample that is statistically representative and, thus, ensures the generalizability of the results. On the other hand, since the research is focused on examining the relationship between prosocial motivation and turnover in a specific company with peculiar characteristics, it is less likely that the data can be generalized to a variety of companies. Though, it is still feasible to generalize the findings to similar companies in terms of mission and cultural values.

Turning to reliability, Saunders et al. (2016) refer to "the extent to which the data collection techniques will yield consistent findings". Similar to validity, even in this case there are different types of reliability. On the one hand, internal reliability is achieved when the measures and the measurement devices are consistent with a specific research object. One potential solution to this problem is represented by the discussion of the methods used for conducting the survey with other researchers to ensure consistency in the data collection technique. On the other hand, external reliability refers to the extent to which the data collection and analysis techniques will yield consistent findings if replicated by other researchers (Saunders et al., 2016). The survey strategy and the use of questionnaires are likely to ensure high reliability due to a high level of standardisation. Moreover, it can be argued that

the survey is easily replicable since the data collection procedure entails measures and questions taken from existing studies. This represents a transparent way of developing a survey. Another important step in ensuring external reliability was to verify whether the translation of the questionnaire into different languages was done accurately to ensure that the questions were interpreted in the same way in different languages. It is important to achieve a high level of external reliability also during the data analysis process. The tools and the statistical techniques used to analyse data are not only accessible to any researcher but are also carefully explained in the subsequent sections in order to ensure replicability.

Following on with the evaluation of reliability, some threats should be taken into consideration, which can reduce the quality of the research. When employing a survey strategy and making use of questionnaires, it is relevant to consider the participant error and participant bias as significant threats. Participant error occurs when the respondent is affected by the process. Several steps were taken to control for and reduce this threat. Participants received the survey on their personal e-mail account with a common cover letter and instructions. Hence, each employee received the same information transparently. Moreover, they were invited to fill the questionnaire whenever they preferred since obliging them to respond to it on a certain day and at a certain time might have generated different result from what would be obtained if the respondents decided the most appropriate time for them to provide the answers. Due to these steps, it is possible to conclude that the threat of incurring in the participant error has been reduced.

Participant bias occurs when the participants instead of answering sincerely and honestly to the questions, they adapt their answers to what they believe is the correct one or to what they believe their boss wanted them to say. In order to avoid this threat, it was repeatedly emphasized that the survey is anonymous and guaranteed that no one from the company would have access to the data.

3.7 Research ethics

Ethics should guide every researcher during the whole project especially when a research covers a sensitive topic regarding personal aspects of employees as it is in this case. Research ethics refers to “the standards of the researcher’s behaviour in relation to the rights of those who become subject of a research project, or who are affected by it” (Saunders et al., 2016, p.

726). It is of particular importance to take all the actions needed when designing the study, collecting data and analysing them to prevent ethical issues from occurring.

I attempted to conduct the research in line with the ethical principle of not causing harm to the individuals affected by my work (Saunders et al., 2016). Moreover, I ensured privacy of the subjects taking part, and as promised, I maintained confidentiality of the data. I repeatedly ensured anonymity and confidentiality when seeking access to the research object as well as during the data collection process. Especially during the data collection period, several steps were taken with the aim to guarantee anonymity. Each employee received a personal link for which only to the recipient was granted access. As mentioned above, I provided the participants with all the information available and other explanation about the potential implications of participation in the project. Once the data were collected, they were elaborated and analysed only by research team members, external and independent from the organization. When the data were obtained and analysed, I ensured that the data were kept anonymized.

Through an informed consent that was accepted by each participant, I ensured that the employees could decide to withdraw from the project or reject to answer questions that make them feel uncomfortable.

Using a survey made it easier to handle ethical issues because the format allows higher objectivity and lower pressure on the individuals involved. Moreover, by preparing the study and the questions in advance, it allows to address and control for all the threats to ethical standards before the employees receive the survey. There is less risk of misinterpreting the answers and falsifying the data during the collection and analysis stages.

Ethical standards were the guiding principle in conducting research. The questionnaire was developed according to the standards required by the Norwegian Centre for Research Data, which reviewed the study and approved it.

4. Results

4.1 Descriptive statistics

Table 1: Correlations and descriptive statistics

Variables	Mean	SD	1	2	3	4	5	6	7
1. Gender (coded)	.46	.49	1						
2. Tenure (months)	110.66	93.94	.007	1					
3. Age	43.70	9.99	-.05	.54**	1				
4. Prosocial Motivation	6.01	1.10	.01	-.03	.07	1 (.936)			
5. Job Satisfaction	3.89	.76	-.03	.05	.11**	.31**	1 (.792)		
6. Mission Breach	2.07	1.34	-.02	.03	.04	-.18**	-.32**	1 (.914)	
7. Actual Turnover	.16	.36	-.05	-.13**	-.01	-.03	-.15**	.08*	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 1 presents the correlation coefficients between the variables included in my research model as well as some descriptive statistics for each variable, precisely the mean and the standard deviation.

It can be noticed that age and tenure are significantly ($p \leq .01$) and positively correlated. The same is true for the correlation between job satisfaction and both age and prosocial motivation. There is a significant ($p \leq .01$) and negative correlation between mission breach and both prosocial motivation and job satisfaction and between actual turnover and job satisfaction. On the contrary, actual turnover and mission breach are significantly ($p \leq .05$) and positively correlated. Not surprisingly, actual turnover is also significantly and negatively correlated with tenure.

It is worth to analyse the measures of each construct that have been included. On the one hand, there is prosocial motivation with a mean value of 6.01 and a standard deviation of 1.10 which indicates that the majority of the respondents in the sample perceive themselves as prosocially

motivated individuals. For what concerns job satisfaction instead, the mean value is difficult to analyses since the questionnaire included both positive and negative question about job satisfaction. For example, as it was previously explained, some question specific for job satisfaction, were phrased in a positive way (e.g. “I find real enjoyment in my work”) and reported scores of 6 or 7 if employees agreed with the statement. By contrast, other questions were phrased in a negative way (e.g. “I consider my job rather unpleasant”) to which employees responded with a score of 1 or 2 if they actually found the job pleasant. Due to these questions the mean value can be compromised compared to what it would be if all the questions were positively stated. Therefore, I presented in the table below the mean value for each item included in the job satisfaction construct. It can be concluded that even if the scores of the negative-stated question are reversed the mean values are quite centred, meaning that the respondents consider themselves to be not too satisfied but neither dissatisfied. Conversely, mission breach and actual turnover present low mean values meaning that employees didn’t perceive that the psychological contract between the employee and the organization has been breached and only a few of them have left the organization. However, it should be emphasised that the standard deviation of mission breach has a higher value, which means that the observations vary more around the mean than for the other variables.

Table 2: Descriptive statistics for each item of job satisfaction.

	Mean	Std. Deviation	N
I feel fairly satisfied with my present job	3.80	1.03	791
Most days I'm enthusiastic about my work	3.87	.97	791
I find real enjoyment in my work	3.67	.98	791
Each day at work seems like it will never end (Reversed)	3.74	1.19	791
I consider my job rather unpleasant (Reversed)	4.35	.92	791

4.2 Cronbach's Alpha

In order to evaluate the internal consistency of the items composing each construct, in Table 1 I present the Alpha coefficients for prosocial motivation, job satisfaction and mission breach. In each case, the reliability coefficient is higher than .70, suggesting that the items for each construct have relatively high consistency (Nunnally, 1978). Additionally, I checked whether the internal consistency of each set of items would increase by deleting one of the questions. Actually, for what concerns job satisfaction, the alpha reliability increases up to .848 if data regarding the question “Each day at work seems like it will never end” are removed. However, I will not delete such items since the current Cronbach's Alpha of job satisfaction complies with the minimum requirements and the regression results do not differ much in the case that such item is removed. Therefore, as long as the criteria are satisfied and the results are not compromised, I preferred to keep the measure as it is.

4.3 Factor analysis

In addition to testing the internal consistency, I also investigated the dimensionality of the scale for prosocial motivation, job satisfaction and mission breach.

Table 3: Total variance explained.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.25	40.36	40.36	5.25	40.36	40.36
2	2.89	22.27	62.63	2.89	22.27	62.63
3	1.77	13.65	76.28	1.77	13.65	76.28
4	.63	4.86	81.14			
5	.59	4.54	85.68			
6	.38	2.89	88.57			
7	.29	2.29	90.87			
8	.27	2.07	92.95			
9	.23	1.79	94.74			
10	.22	1.72	96.45			
11	.19	1.44	97.89			
12	.16	1.21	99.09			
13	.12	.90	100.00			

Extraction method: principal component analysis.

Before analysing Table 3, it is important to look at the KMO measure of sampling adequacy, which in this case is .866 and, hence, acceptable since is greater than .60. The Bartlett's test of sphericity also indicates that a factor analysis can be useful since it is highly significant ($p \leq .001$).

Looking at Table 3, it is possible to notice that the Eigenvalues for the first three factors are greater than 1. Therefore, we can assume that there are three factors in these data, which is consistent with the nature of the variables in the data. Moreover, the first three components account for approximately 72% of the total variance, suggesting that the scale items are unidimensional. Additionally, the VARIMAX rotated matrix (Table 4) demonstrates that the items relate to their construct and do not load on other concepts.

Table 4: Rotated component matrix

	Component		
	Mission breach	Prosocial motivation	Job satisfaction
Because I care about benefiting others through my work		,880	
Because I want to help others through my work		,923	
Because I want to have a positive impact on others		,897	
Because it's important to me to do good for others through my work		,907	
I feel fairly satisfied with my present job			,798
Most days I'm enthusiastic about my work			,783
I find real enjoyment in my work			,739
Each day at work seems like it will never end (reversed)			,535
I consider my job to be rather unpleasant (reversed)			,756
Stand behind the mission, even if it requires a financial sacrifice (reversed)	,745		
Be dedicated to the company's mission (reversed)	,847		
Provide opportunities for involvement in the mission (reversed)	,913		
Encourage employee involvement in the mission (reversed)	,887		
Maintain a company culture that promotes the mission (reversed)	,885		

Extraction method: principal component analysis.

Rotation method: Varimax with Kaiser Normalization.

4.3.1 Regression results

First, I conducted a three-step hierarchical linear regression analysis in SPSS with the aim to investigate the relationship between prosocial motivation and job satisfaction and the moderating effect of mission breach. The results are presented in the following table. The regression equation is:

$$\text{Job satisfaction}_j = i_j + \beta_1 \text{PM}_j + \beta_2 \text{MB}_j + \beta_3 \text{PM} * \text{MB}_j + e_j.$$

Table 5: Results for hierarchical regression analyses on job satisfaction

	Job satisfaction		
	Model 1 β (SE)	Model 2 β (SE)	Model 3 β (SE)
Constant	3.572*** (.142)	2.894*** (.202)	2.893*** (.201)
Control variables:			
Gender	-.040 (.057)	-.056 (.052)	-.064 (.052)
Age	.008* (.004)	.007* (.003)	.007* (.003)
Tenure	-0.000015 (.000)	.000 (.000)	.000 (.000)
Independent variable:			
Prosocial motivation (PM)		.169*** (.025)	.173*** (.025)
Moderator:			
Mission breach (MB)		-.155*** (.020)	-.165*** (.020)
Interaction:			
PM*MB			-.035* (.016)
R ²	.012	.171	.177
ΔR^2	.012	.160	.006
F	2.741*	28.678***	24.809***
ΔF	2.741	25.947	-3.869

N=700, *** \leq .001, ** \leq .01, * \leq .05

Note. Unstandardized regression coefficients are shown (Standard error). N = 700.

The R² values and the F test show that by adding prosocial motivation and mission breach the model considerably improves while the introduction of the interaction term between prosocial motivation and mission breach slightly enhance the fit of the model to the data. Specifically, 17% of the variance of the dependent variable is explained by the independent variables in the linear regression.

Second, I performed a four-step hierarchical logistic regression analysis in order to analyse the effects of prosocial motivation, job satisfaction, mission breach and the interaction between prosocial motivation and mission breach on actual turnover. The results are presented in Table 6. The logit function is:

$$\pi = \text{Pr}(\text{Actual turnover} = 1) = \frac{e^{\beta_0 + \beta_1 \text{PM} + \beta_2 \text{JS} + \beta_3 \text{MB} + \beta_4 \text{MB} * \text{PM} + \beta_5 \text{Gender} + \beta_6 \text{Age} + \beta_7 \text{Tenure}}}{1 + e^{\beta_0 + \beta_1 \text{PM} + \beta_2 \text{JS} + \beta_3 \text{MB} + \beta_4 \text{MB} * \text{PM} + \beta_5 \text{Gender} + \beta_6 \text{Age} + \beta_7 \text{Tenure}}}$$

Table 6: Results for hierarchical regression analysis on actual turnover

	Actual turnover				95% C.I for Exp (b)		
	Model 1 β (se)	Model 2 β (se)	Model 3 β (se)	Model 4 β (se)	Exp (β)	Lower	Upper
Constant	-1.918* (.0568)	.197 (.921)	.018 (1.013)	.225 (1.327)	1.252		
Control variables:							
Gender	-.848*** (.256)	-.890*** (.260)	-.888*** (.260)	-.883*** (.261)	.413	.248	.689
Age	.018 (.014)	.021 (.014)	.020 (.014)	.021 (.014)	1.021	.993	1.050
Tenure	-.005** (.002)	-.005** (.002)	-.005 (.002)	-.005** (.002)	.995	.991	.995
Independent variable:							
Prosocial motivation (PM)		-.048 (.110)	-.043 (.111)	-.082 (.198)	.921	.625	1.356
Mediator:							
Job satisfaction		-.503*** (.155)	-.482** (.164)	-.479** (.164)	.620	.449	.854
Moderator:							
Mission breach (MB)			.040 (.092)	-.053 (.402)	.948	.431	2.083
Interaction:							
PM*MB				.017 (.070)	1.017	.887	1.165
χ ² , df	22.803***, 3	34.962***, 5	35.151***, 6	35.208***, 7			
-2 log likelihood	490.892	478.733	478.544	478.487			
Cox and Snell R ²	.032	.049	.049	.049			
Nagelkerke R ²	.062	.094	.094	.094			

N=700, ***≤.001, **≤.01, *≤.05

Note. Unstandardized regression coefficients are shown (Standard error).

By looking at the χ^2 as well as the other pseudo R² measures, namely the Cox and Snell R² and Nagelkerke R², it is possible to notice that the model improves when job satisfaction is added in the model.

Moreover, I further tested the moderated mediation between prosocial motivation and turnover, using the model 7 of Hayes's macro PROCESS. The results are displayed in the following tables. Table 7 represents the effect of prosocial motivation, mission breach and the interaction between the two variables on job satisfaction. Similar results were obtained through the hierarchical regression previously presented.

Table 7: PROCESS results

Job Satisfaction			
	Coefficient	SE	t
Constant	3.601***	.135	26.660
Prosocial Motivation	.174***	.028	6.165
Mission Breach	-.166***	.022	-7.431
Prosocial Motivation*Mission Breach	-.035**	.017	-2.043
Gender	-.063	.053	-1.209
Age	.007	.003	1.995
Tenure	.0002	.0003	.675
R ²	.177		
F	26.541		

N=700, ***≤.001, **≤.01

Note. Unstandardized regression coefficients are presented.

Table 8: PROCESS results

Actual Turnover			
	Coefficient	SE	z
Constant	-.095	.807	-.118
Job Satisfaction	-.503***	.155	-3.239
Prosocial Motivation	-.048	.109	-.441
Gender	-.890***	.259	-3.425
Age	.020	.014	1.481
Tenure	-.005**	.002	-3.038

N=700, ***≤.001, **≤.01

Note. Unstandardized regression coefficients are presented.

Whereas Table 8 shows the direct effects of prosocial motivation and job satisfaction on actual turnover, the following table displays the conditional indirect effect of prosocial motivation on actual turnover at values of the moderator mission breach. The last two columns show the upper and lower level at a 95% confidence interval.

Table 9: PROCESS results – Conditional indirect effect of prosocial motivation on actual turnover

Mediator	Actual Turnover		95% C.I.	
	Mission Breach	Effect	Lower	Upper
Job Satisfaction	-1.339	-.111	-.196	-.045
Job Satisfaction	.000	-.087	-.156	-.035
Job Satisfaction	1.339	-.063	-.128	-.022

Note. Unstandardized regression coefficients are presented.

I will present the results for each hypothesis in turn below.

Hypothesis 1 stated that higher prosocial motivation among the employees in the organization would lead to a lower turnover. According to Table 8, in which the direct effect of prosocial motivation on actual turnover is presented, prosocial motivation has a negative coefficient ($\beta = -.048$) but this is not significant. Therefore, Hypothesis 1 was rejected. Hypothesis 2 predicted that prosocial motivation is positively related to job satisfaction. As the Table 7 shows, since the effect is positive ($\beta = .174$) and significant ($p \leq .001$), I found evidence to support Hypothesis 2.

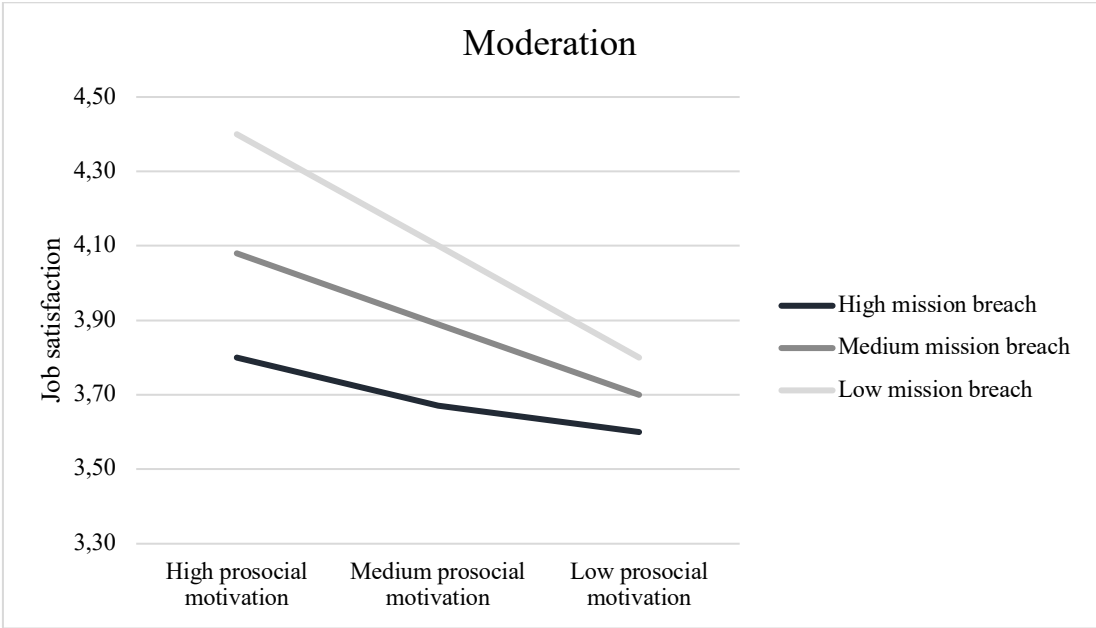
Furthermore, supporting Hypothesis 3, I found that job satisfaction is negatively ($\beta = -.503$) and significantly ($p \leq .001$) related to turnover. The higher the job satisfaction, the lower the turnover among employees.

For what concerns Hypothesis 4, which predicted that the relationship between prosocial motivation and actual turnover is mediated by job satisfaction, I found evidence that supports this prediction. Specifically, there is a full mediation effect through the job satisfaction variable (Table 8). Moreover, the confidence intervals of the indirect effect exclude zero (as shown in Table 9), thus it can be concluded that the indirect effect of prosocial motivation on actual turnover is fully and significantly mediated by job satisfaction. Additionally, it can be noticed that the effect of prosocial motivation on turnover mediated by job satisfaction is negative ($\beta = -.503$).

Hypothesis 5 suggested that a negative association exists between mission breach and job satisfaction. Indeed, in Table 7, I tested whether mission breach has a negative effect on job satisfaction, and I found support for this hypothesis. Mission breach has a negative and significant effect on job satisfaction ($\beta = -.166$). Moreover, Hypothesis 6 stated that the relationship between prosocial motivation and job satisfaction would be moderated by mission breach and that this would negatively affect the relationship. As Table 7 shows, the interaction term (prosocial motivation*mission breach) has a negative ($\beta = -.035$) and significant effect on job satisfaction.

To further investigate the relationship between prosocial motivation and job satisfaction, I conducted a slope test. From the graph is possible to observe the relationship between prosocial motivation and job satisfaction at different levels of mission breach.

Graph 1: Slope test



Following the Hypothesis 2 presented above, the positive impact of prosocial motivation on job satisfaction is negatively influenced by the perception among the employees that the company’s promise to act in accordance with the mission has been breached. However, I also expected that maintaining the condition of a high level of mission breach constant, the job satisfaction would have been higher for those individuals who have low prosocial motivation than for employees who have high prosocial motivation. This reasoning was supported by the fact that individuals who pursue personal values and goals, might feel betrayed in case of a violation of the promise and, consequently might feel less satisfied. However, this expectation

was not supported by the evidence, since after the promise is violated, prosocially motivated employees still have a higher level of job satisfaction than those who are not. Moreover, it can be expected also that individuals who are not interested in benefitting others will have quite similar levels of job satisfaction either in the case when the mission is breached or when the company is sincere, since they do not believe in the values that the mission is communicating. Indeed, this is not true as these employees feel more satisfied when the mission is not violated.

Finally, the overall conclusion that can be drawn from the graph is the fact that individuals with a prosocial motivation are more satisfied with their jobs than individuals that do not pursue such values and goals in any of the presented cases.

Last, in Hypothesis 7 I predicted that the relationship between prosocial motivation and turnover is mediated by job satisfaction which is affected by the perception of the violation of the mission. When employees are prosocially motivated and the employer is fulfilling its obligations by acting in accordance with the mission and values, job satisfaction among the employees will be at its highest, leading to a greater decrease of turnover. This hypothesis is supported, and the evidence is shown in Table 9 in which the negative effect on actual turnover is at its highest (-.111) when the perception of mission breach is at its lowest. The turnover behaviour begins to decrease to a lesser extent when employees start perceiving that the mission can be violated.

5. Discussion

5.1 Summary of findings

In reference to the purpose of this research, this study aimed to analyse how prosocial motivation affects the employee decision to leave the job by considering the effect of a potential breach by the company of the communicated mission and the job satisfaction effect. In particular, my mission when doing research was to provide evidence that prosocially motivated employees have a lower intention to leave a company which operates in accordance with a prosocial mission than individuals that do not care about benefitting others. Simultaneously, my purpose was also to verify that in case of a mission breach, the turnover among prosocially motivated employees will be greater than for employees who are not possessing personal prosocial values. However, the findings in this thesis signal that this expectation is only partially verified.

With regard to Hypothesis 1, I hypothesized that prosocial motivation would have a negative effect on turnover. Specifically, I focused on trait-like prosocial motivation, which is defined as the motivation to have a positive impact on others (Grant and Berg, 2010, p.1). Based on the person-organization fit literature, value congruence is a determinant of employee actual turnover. Therefore, it was found that prosocially motivated employees working in a company, which pursues a prosocial mission would less likely leave the company (Kristof, 1966; Maertz and Griffeth, 2004). However, I did not find support for this hypothesis in this study. The finding was contradictory to my expectations, which was that prosocially motivated employees would have a higher motivation to stay in a company with a prosocial mission as long as they would be able to accomplish their personal prosocial values through their jobs. A possible explanation for this result is that a trait-like motivation is not sufficient to predict turnover, but there are some other state-like or external factors that, simultaneously, have an impact on the decision to leave. For instance, it is true to believe that employees with prosocial motivation are less likely to leave the organization, but this assumption should be verified by taking into consideration also other factors such as the perceived unfairness among employees, salary policies and the type of leadership.

In the second hypothesis, instead, it was suggested that trait-like prosocial motivation would increase job satisfaction (Kristof-Brown et al., 2005; Kjeldsen and Andersen, 2013). In my

study, I found that this relationship is positive and significant. Therefore, it appears that prosocially motivated employees working in a mission-driven company will achieve a higher level of job satisfaction. A possible explanation for this is that employees who are motivated and facilitated to benefit the others by the means of their job are more satisfied, since they will be able to fulfil their personal values. Moreover, the mere fact of benefitting others is satisfying by itself.

Job satisfaction in my third hypothesis was assumed to have a negative effect on actual turnover, as it was demonstrated by the contributions of Rubenstein et al. (2018) and other researches within the turnover literature. This relationship has demonstrated to be negative and significant also in my study. Indeed, employees who are dissatisfied with their jobs engage in a rational process which leads them to leave the current job in order to find a new one, in which they could achieve a higher degree of job satisfaction (Mobley, 1977). Job satisfaction is actually considered to be one of the main predictors of job satisfaction within the turnover literature.

Following the first three hypothesis, in the fourth one I argued that the effect of prosocial motivation on turnover is fully mediated by job satisfaction. This relationship resulted to be significant. Indeed, a lack of alignment between the employee motivation to accomplish certain values and the motivation of the company to pursue the same values leads to a lower job satisfaction and, consequently, encourages the employees to leave the organization (Lee and Mitchell, 1994).

Furthermore, on the basis of the psychological contract literature (e.g. Thompson and Bunderson, 2003; Morrison and Robinson, 1997) I hypothesized that mission breach negatively affects job satisfaction. Moreover, I assumed that the relationship between prosocial motivation and job satisfaction is influenced by the perception that the company has breached its mission. In other words, the relationship depends on how the employees judge the company's effort to accomplish its prosocial mission. I found evidence that supports these hypotheses. There are two extremes on the continuum that represents the employee perceptions. On the one hand, employees can believe that the company is honest and sincere when it acts according to the mission and it puts effort to accomplish it. On the other hand, they can recognize that the company, ultimately, is not operating in accordance with its mission but it is simply engaging in "greenwashing". As far as they recognize that the company is sincere and engaged in its mission despite all the sacrifices the company made to

pursue it, they will believe that it is possible to achieve their personal values by the means of their job. On the contrary, they will feel betrayed by the organization which will in turn negatively affect their satisfaction.

Last, my seventh hypothesis is grounded on the previous ones according to which I argued that the relationship between trait-like prosocial motivation and actual turnover is mediated by job satisfaction and such mediation is affected by mission breach. This hypothesis was supported in this study. However, some attention has to be paid on the results that I obtained when attempting to answer my research question.

As I mentioned before, the findings support my hypothesis but there are some expectations for which I didn't find support in the data. In line with the assumption, underpinned by the existing literature, I was able to verify that the decision to leave the organization, for prosocially motivated employees and not, is less likely to occur when the mission is not breached. Moreover, since the job satisfaction of prosocially motivated employees is higher, the turnover will be even more reduced among prosocially motivated employees in comparison to those that are not interested in helping to save lives. However, in the case of a mission breach, I expected that the turnover will be greater among the employees with a prosocial motivation since they will feel more betrayed by the organization in comparison to those employees that do not believe in prosocial values. Yet this outcome doesn't occur due to the fact that job satisfaction is still higher even after the mission is breached for those employees who are identified as being prosocially oriented.

Thus, it is possible to conclude that the trait-like prosocial motivation prevails over the mission breach. Individuals who have a prosocial nature regardless of the fact that someone has obliged them to be like this, but because they believe it is the only way in which they could behave, are less influenced by external factors occurring within the ordinary life of the organization. Therefore, even though I would expect them to leave the organization more likely in case of a mission breach, it appears that they are more willing to give a second chance to the employer and choose not to abandon the organization in comparison to the employees with a lower prosocial motivation.

5.2 Implication for theory

My research provides three theoretical contributions.

First, my research model predicts actual turnover which is measured at a later point in time in comparison to its predictors. Indeed, instead of using a subjective measure as a dependent variable, namely employees' intention to quit, I used objective data of people actual leaving. Even though the intention to leave the organization is the best predictor of leaving the organization, it has been demonstrated that they are not identical concepts and should not be treated as such (Rubenstein et al. 2018). Indeed, the intention to quit do not necessary translate into actual quitting since some factors or circumstances might vary, influencing and changing the decision about leaving. Therefore, my research makes a step forward in in the turnover literature, since it predicts the effective behaviour of employees and not only their intention to leave the organization.

Second, not many studies have been found to include in their research model trait-like prosocial motivation and mission breach as independent variables. On the one hand, a growing body of the literature used trait-like prosocial motivation as an independent variable to predict work outcomes such as employee performance and organizational citizenship behaviour, but little research discussed how prosocial motivation influences job satisfaction and turnover (Grant, 2007). On the other hand, many studies focused more on the effect of intrinsic motivation, state-like or situational factors on the level of job satisfaction and the decision to leave the organization. Therefore, a potential contribution of my research is represented by the use of trait-like prosocial motivation as the independent variable in predicting both job satisfaction and turnover. By demonstrating that being prosocially motivated in a mission-drive company can increase the level of employee satisfaction and, hence, reduce turnover, my study contributes to the literature by introducing a new potential antecedent of job satisfaction and turnover. Furthermore, in my model I included a revised concept of psychological contract breach, namely mission breach (Thompson and Bunderson, 2003). By doing so, I proved that the relationship between prosocial motivation and job satisfaction is moderated by mission breach. Therefore, since I demonstrated that when a company breaches the promise to accomplish its prosocial mission, the job satisfaction of prosocially motivated employees decreases and, ultimately, the probability of turnover increases, I provide an additional antecedent of job satisfaction and turnover.

Finally, this research has contributed to the study of turnover by proposing a new integrated model and an alternative methodology. The model represents a new contribution to the turnover literature, since, to my knowledge, my moderate mediation has not been investigated yet. On the one hand, I contribute to the literature on turnover by investigating how job satisfaction mediates the trait-like prosocial motivation on quit. The mediation plays a crucial role in this case since the trait of an individual cannot directly influence the decision to stay but it triggers a cognitive process through which employees evaluate their attitude towards the job and, consequently, decide how to respond. Therefore, the analysis provides important insights on the mechanisms through which the trait of an individual affects the decision to leave the organization. On the other hand, the moderation effect of mission breach that influences the relationship between prosocial motivation and job satisfaction, which in turn mediates the effect on turnover has some implication for theory. Through the moderation, it was found support that the context can attenuate or strengthen the effect of trait-like prosocial motivation on job satisfaction and, indirectly, on turnover (Rubenstein et al., 2018).

5.3 Implication for practice

The purpose of this study is to provide organizations with some insights on how to avoid that people quit. I conducted a research on actual turnover and discovered how prosocial motivation affects the actual turnover through the effect of job satisfaction moderated by mission breach. Since companies are interested in reducing the probability that employees leave the organization, with the aim to reduce the significant expenses in recruiting newcomers, it is in their advantage to gain useful insights of the problem (Rubenstein et al., 2018). With this aim, here I draw different conclusions and provide several suggestions arising from this analysis to the organizations.

First, it is advantageous for companies to consider the potential motives of turnover since the beginning of the recruitment process. In other words, organizations need to have a clear idea of the causes that have prompted the employees to leave the company in the past. Similarly, it is fundamental also to recognize the reasons for which current employees have not left the company yet. As long as the companies will be aware of the motives that induced the other employees to leave the company, it will be possible for them to select the appropriate candidates. Specifically, according to the results presented in the previous sections, it is of particular importance to recruit people that demonstrate to possess a prosocial motivation,

especially in the case of a mission-driven company. It has been demonstrated empirically, that employees with a prosocial motivation have a higher job satisfaction and, consequently, a lower propensity to leave, even when mission breach occurs, in comparison to employees who are not prosocially motivated. Therefore, in order to prevent employees from leaving due to other structural and situational factors, it is important to recruit employees that are aligned with the values that the organization is attempting to accomplish. Briefly, it is important to attract people with a trait-like prosocial motivation. For this to happen, a prosocial mission is needed that highlights the values of the company. Moreover, it is necessary to communicate clearly and simply to the candidates what is expected from them and not overpromise what they can expect from the organization. This has the aim to lead the potential candidates to make a self-selection before applying to the job offer. When the company communicates clearly the characteristics and values of the optimal candidate, applicants will decide by themselves whether they are appropriate for the job position or not. In conclusion, managers should pay attention to how clearly they are communicating organizational values and how successfully they are spreading the company's culture. This will facilitate the attraction, recruitment and retention of individuals that share the mission and want to contribute to accomplish it (Kristof-Brown et al., 2005).

Second, once the candidates are recruited and become effective members of the organization, it is recommended that managers do not take for granted that employees' prosocial motivation will never decrease. Employees traits and values changes due to different situations and events. Therefore, several management interventions might be needed in order to restore and keep the employees' prosocial motivation alive. Managers should constantly communicate organizational values and spread the company culture. Furthermore, in order to cultivate employee's prosocial motivation, managers should make the employees aware of the positive impact that their job is having on the beneficiaries' life.

There are several ways in which managers can achieve this, for example by ensuring beneficiary contact. In this way, employees by communicating with those benefitting from the company operations recognize how they help them through their job. The more meaningful the contact is, the higher is the impact that this experience has on the motivation to help the others in the future (Grant et al., 2007). However, not all the employees have the same opportunity to have a direct contact with the beneficiaries. Nevertheless, it is important to emphasize that communicating with beneficiaries can have a significant effect also on those employees working in departments that do not directly help save lives of the customers. It is

worth to point out that managers should continue to nurture the prosocial motivation within employees in order to maintain their satisfaction at the highest level and the probability of turnover at its lowest.

Finally, in my study I also focus on the undesirable effects that would occur whenever the mission would be breached by the company. When the company is founded on a mission that the employees do not recognize in their operations and do not believe it can make a difference to the customers, employees are dissatisfied and decide to leave the organization (Robinson and Rousseau, 1994). The company should avoid overpromising or creating false expectations that is not able to accomplish.

To conclude, it is more relevant to recruit prosocially motivated individuals or to make interventions in order to restore or improve the motivation of the employees to make a prosocial difference rather than changing some human resource policies that could lead to a temporary increase in job satisfaction. Employees who believe that their job is contributing to a greater cause have a greater long-term satisfaction than those who are working for purely economic reasons. This long-term perspective will also lead the prosocially motivated employees to postpone the decision to leave the organization.

5.4 Limitation of the study

While the hypotheses of the current research were generally well supported, this research is not without limitations.

Limitations to my findings might be linked to the comprehensiveness of the data reported by participants. In fact, contrarily to what it would happen by conducting interviews, the limitation to the number of questions included in the questionnaire didn't allow to obtain detailed information about employees' thoughts. This might represent a possible disadvantage since employees were not able to illustrate the reasons underpinning their responses. Indeed, if more thorough information were provided, it would be possible to give better advice on how to deal with turnover.

Second, the data used in the study have been collected in only one company. Therefore, there is a potential risk of homogeneity since the employees working in this organization can be very similar to each other and, hence, respond to some challenges with similar behaviour. The

context in which research is done highly affects the results and conclusions reducing the possibility to generalize the results to a variety of companies that differ from this one in terms of mission and values. Moreover, being Norway the place in which the company was first established, the Norwegian context and culture might influence the conclusions (Warner-Soderholm and Cooper, 2016). For instance, it is known that the Norwegian culture pays considerable attention to prosocial goals and values and, hence, rewards those that behave in a prosocial manner. In other countries this might not happen. Consequently, it is not possible to extend the results to a variety of countries that do not have such values in common.

Third, there could be other factors that can affect job satisfaction and explain the variance in job satisfaction among employees working in the company to a greater extent. Several factors, such as the satisfaction with pay, abusive supervision or workload, which were not the focus of my research, can influence the level of job satisfaction. Similarly, there might be different factors not included in my study that can predict employee voluntary turnover to a greater extent. The relationship between trait-like prosocial motivation and actual turnover could be affected by other mediators or moderators. For instance, a lot of attention has been paid on value congruence among employees with a prosocial motivation working in a company pursuing a prosocial mission. Hence, the relationship between prosocial motivation and turnover could be also mediated by person-organization fit variable. It can be assumed that the degree to which an individual perceives to fit in the organization might influence his or her decision to stay. In conclusion, one limitation of this study is that I only investigate three variables when describing variations in actual turnover.

5.5 Future research

The final goal of this study is to present potential avenues for future research.

First of all, I would like to emphasise the need to investigate the alternative model that I presented throughout this research with different moderators and mediators in order to understand which variables could explain the variation of actual turnover to a greater extent. As already introduced in the previous section, I would suggest using other variables such as person-organization fit, job embeddedness and organizational commitment that were proved to be valid predictors of turnover in past research as mediators. I would also suggest using different variables as moderators to verify how they can strengthen or weaken the relationship

between prosocial motivation and turnover. For instance, contact with beneficiaries or leadership could be valid alternatives to mission breach.

In my research, I purposefully used trait-like prosocial motivation in order to verify how the nature of the individuals and their values could affect the turnover decision. However, I also suggest including the state-like prosocial motivation in order to verify how the state-like prosocial motivation originating from a company's mission can affect the turnover behaviour. Moreover, it would be interesting to evaluate whether and how prosocial motivation originating from the individual characteristic or the company mission differently affects the actual turnover among the employees.

Furthermore, it would be interesting to follow up on survey results and investigate why a response was given. This can be done by collecting qualitative data to gain a deeper understanding of the reasons why employees quit. This approach might not lead to new theoretical contribution, but it would be useful for the company in which the research is being done. Understanding the motives underpinning the decision to leave the company might reveal easily changeable sources of dissatisfaction that if tackled could prevent the employees from leaving. Simultaneously, this process would also lead to discover which are the factors that represent sources of dissatisfaction but couldn't be dealt with by the company. The recognition of these factors would still improve the company's position as long as the company would consider these aspects during the selection process and choose the individuals who are able to accept such conditions.

As mentioned in the limitation section, the data analysed in the study have been collected in one company only. This company is considered to be a mission-driven company since its operations are driven by a prosocial mission. Therefore, the findings associate prosocial motivation to turnover in a mission-driven company and could not be easily generalized to other contexts. Future research could investigate whether this relationship also exists in companies that are not mission-driven. Thus, further research could verify whether it is the mere prosocial nature of the individuals that motivates them to stay within the organization or whether it is the prosocial motivation of employees working within a company characterized by a prosocial mission that reduces the actual turnover.

Finally, even though the research object of the study is a multinational company, it is highly influenced by the Norwegian culture and values. Therefore, it would be interesting to explore

the same relationship in a company characterized by a different culture situated, for example, in Asia, Latin America or Africa. It is also recommended to focus on the prediction of actual turnover within different occupational levels, such as among white-collars and managers in order to verify whether there are diverse constructs that predict actual turnover and to understand the motives underlying this difference.

6. Conclusion

The aim of this study is to present a new perspective of employee turnover. It appears likely in the light of job satisfaction and turnover that several potential antecedents of these two phenomena have enriched the literature. My goal was to investigate whether and how trait-like prosocial motivation affects actual turnover in a company that is driven by a prosocial mission. To expand the knowledge of turnover, I examined such relationship by considering the effect of other two variables, namely job satisfaction and mission breach. Job satisfaction was included in my model as a mediator of prosocial motivation and turnover. Mission breach, instead, was analysed as the moderator of the relationship between prosocial motivation and job satisfaction. Hence, by the means of a moderated mediation, I investigated to what extent the trait-like prosocial motivation through job satisfaction has a negative effect on turnover being the relationship between prosocial motivation and job satisfaction affected by the perception of a mission breach. I attempt to accomplish this goal in order to expand the knowledge on the potential solutions that would help the employers to reduce the probability that employees quit. Therefore, the crucial point of this research is the investigation of the effect that the desire to accomplish a prosocial mission, common to the company and its employees, has on employee's behaviour.

There were three findings, which I expected to observe.

First, I believed that employees with a prosocial motivation would achieve higher levels job satisfaction in the company that is managed in the light of a prosocial mission in comparison to individuals that do not care about helping others. Yet I expected the opposite when the mission is breach since those employees who are not interested in helping others are not personally affected by the it. This first expectation was not observed, since the level of job satisfaction was still higher for prosocially motivated individuals even when the mission breach occurred. Therefore, I concluded that prosocially motivated employees will achieve higher levels of job satisfaction than employees that are not concerned with helping others. There are two possible explanations for this result. On the one hand, the mere fact of being employed in a company that pursues a prosocial mission is gratifying by itself. Consequently, employees are satisfied despite the failure in achieving the mission. On the other hand, they are more willing to give a second opportunity to the company to prove that it is operating to accomplish the communicated mission.

Second, I anticipated that, in a company that pursues a prosocial mission, trait-like prosocial motivation would directly reduce the probability of turnover. The second expectation was not observed. Prosocial motivation does have a negative effect on actual turnover, but this is not significant. Trait-like prosocial motivation cannot directly affect actual turnover. However, it does affect it indirectly through the mediation of job satisfaction. Indeed, when employees with a trait-like prosocial motivation evaluate that their personal characteristic and values are congruent with the organizational ones, their satisfaction increases and, consequently, turnover decreases.

Third, I expected that job satisfaction would mediate this effect on actual turnover, leading to a lower probability of turnover when the job satisfaction increases. In fact, the third expectation was observed, since job satisfaction fully mediates the effect of prosocial motivation on actual turnover. As mentioned in the previous paragraph, a high degree of trait-like prosocial motivation leads to a reduction in the turnover through the increase of job satisfaction. However, the level of job satisfaction depends on whether the company is acting in accordance with the mission. Therefore, besides the mediation also the moderation effect should be considered. I found significant results for the proposed moderated mediation. I argue that employees with a prosocial motivation achieve the highest level of job satisfaction when the company acts in accordance with the mission, since they perceive the job as a facilitator to achieve prosocial values. This leads to the lowest probability that turnover occurs.

Through this study, I make two relevant contributions to theory. First, I introduced trait-like prosocial motivation as a new potential antecedent of job satisfaction. I demonstrated that being motivated to make a prosocial difference in a company which pursues a prosocial mission can increase the level of job satisfaction (Lee and Mitchell, 1994). I also proved that this relationship can be moderated by the mission breach. Indeed, when the company do not act in accordance with the prosocial mission and, consequently breaches the promise to accomplish it, the job satisfaction of employees decreases. Therefore, I not only contribute to the job satisfaction literature by introducing prosocial motivation as a new antecedent but also by including the moderator, namely mission breach, and the interaction term between prosocial motivation and mission breach which significantly affect the degree of job satisfaction.

Second, the already mentioned relationship between trait-like prosocial motivation and job satisfaction moderated by mission breach is proved to affect the turnover among the

employees. This new alternative model, which has not been investigated yet, provides important insights on the mechanisms through which the trait of an individual affects the decision to leave the organization. Indeed, through the introduction of a moderated mediation, I offer an additional explanation of the motives that prompt the employees to potentially leave a mission-driven organization. In this way, I not only contribute to the turnover literature, by providing an alternative model to describe the effect on turnover, but I also contribute to practice by offering some solutions to mission-driven companies to avoid that employees quit.

However, the model is not without limitations. Indeed, it represents a baseline for future research, since it introduces a trait of an individual as an independent variable, but it should be further developed and improved. This could be done by gaining insights on the responses that employees provided by answering the survey through some interviews. In this way, it will be possible to discover other antecedents linked to prosocial motivation and prosocial behavior of individuals that can improve the model. Indeed, my model explains only a small part of variance of turnover. By introducing some other variables such as state-like prosocial motivation which refers to the motivation of individuals originating from the mission that the company is pursuing, it might be possible to explain the variation in turnover to a greater extent. In this way, it is likely that several other solutions will be available to and evaluated by the companies in order to reduce the occurrence of turnover among the employees.

I conclude by arguing that employees' prosocial motivation might increase job satisfaction as long as the employees value the company's prosocial mission and believe that the company is trying to accomplish it with persistence. Therefore, since having a prosocial mission represents an advantage for the company, it is highly suggested to leverage on it by communicating it and implementing it into the daily goals and work. This will keep the employees' prosocial motivation alive and will ultimately reduce turnover.

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