



Corporate Activism and Employee Retention in a Selected Multinational Corporation in Shandong City, China

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Abstract: This study examines the relationship between corporate activism and employee retention in a multinational corporation in Shandong, China, using a quantitative comparative correlational design with 300 employees. Findings reveal high levels of corporate activism across shareholder engagement with a mean of 2.89, sociopolitical involvement at 2.86, sustainability initiatives at 2.90, and reputation strategy at 2.74. Sociopolitical activism showed the strongest positive correlation with job satisfaction at 0.42. Employee retention metrics were consistently high with an overall mean of 2.87, though significant gender differences emerged, with male employees reporting 12% higher job satisfaction and 9% more favorable leadership perceptions than females. Mid-level employees demonstrated 15% stronger career development perceptions compared to other levels, while work-life balance satisfaction dropped 18% among employees with 7-10 years of service. The study identifies three key mechanisms through which corporate activism influences retention: value alignment at 0.38, leadership credibility at 0.29, and organizational transparency at 0.25. These findings suggest that while corporate activism generally enhances retention, its impact varies across demographic groups, recommending tailored communication strategies and leadership development programs to maximize retention benefits across all employee segments.

Keywords: Corporate Activism, Employee Retention, Multinational Corporation, Shareholder Activism, Sociopolitical Engagement, Sustainability Initiatives

Introduction

In a rapidly evolving global landscape, the correlation between corporate activism and employee retention has burgeoned into a focal point of organizational studies. The convergence of corporate responsibilities towards social issues and the pivotal role they play in holding and nurturing talent cannot be overstated. At the intersection of this is Shandong, a dynamic city in China with a rich history of industrial growth and home to a plethora of multinational corporations.

Corporate activism, a term encompassing the various ways a corporation engages with and responds to social, political, and environmental issues, has dramatically reshaped the expectations employees have of their workplaces. It refers to the initiatives taken by companies to take a stance on pressing issues of the society, aiming not only to express their corporate values but also to foster a work environment grounded in empathy, awareness, and a deep-seated commitment to social responsibility. Employee retention, on the other hand, remains a critical concern for organizations worldwide. The benefits of retaining experienced and skilled employees are manifold, including sustained productivity, a robust corporate culture, and a significant reduction in the costs associated with hiring and training new personnel. In the context of a multinational corporation, where diversity and inclusivity should be the linchpin, understanding the strategies to foster retention becomes even more imperative.

Shandong City stands as a significant hub for multinational corporations in China, offering a fertile ground to explore the implications of corporate activism on employee retention. Home to diverse industries and a rich pool of talent, Shandong provides a real-world laboratory to study the interplay between corporate activism and employee satisfaction, commitment, and ultimately, retention.

This study ventures into the heart of Shandong City, examining a selected multinational corporation, to unravel the intricate relationship between corporate activism and employee retention. It aims to illuminate how a company's stance on societal issues can potentially foster a more inclusive, tolerant, and engaged workforce.

This research seeks to offer an in-depth understanding of the multifaceted relationship between corporate activism and employee retention in Shandong City, China. This paper endeavors to paint a detailed picture, providing actionable insights and strategies for corporations to harmonize their activist stances with employee retention strategies, fostering environments where talent not only remains but thrives.

Literature Review

In the Malaysian airline industry, a study conducted by Merican et al. (2022) noted a significant and positive correlation between employee retention and factors such as career planning, talent management, and training development. Notably, the authors advocated for companies to foster good service quality in ground handling departments through nurturing these aspects, reflecting the pressing need for structured career development programs to enhance employee retention. Similarly, a study in the Malaysian manufacturing sector conducted by Othman et al. (2017) investigated the retention



strategies tailored for the Generation Y workforce, signaling a focus on the emerging economy and the young working population in Malaysia.

Moving to the lighting industry, two studies led by Soenanta and his team in 2020 and 2021 emphasized the pivotal role of job design and organizational commitment in fostering employee retention. Both studies found a direct positive effect of these factors on employee retention, thereby underscoring the necessity for organizations to adopt a strategic approach towards job design and nurture organizational commitment to curb employee turnover.

On a related note, a Sri Lankan study conducted by Premarathne and Perera (2015) unearthed a positive relationship between welfare facilities, including staff loans, canteen, and accommodation facilities, and employee retention. This study filled an empirical and knowledge gap in the Sri Lankan context, suggesting that improving welfare facilities could be a viable strategy to enhance employee retention.

Peng (2022) utilized a logistic regression model to identify the chief determinants of employee attrition, pinpointing marital status, business travel frequency, age, tenure at the company, and the number of companies an individual has worked for as critical factors. This study proposed a strategy to reduce attrition rates through careful selection and management of employees, emphasizing the role of statistical analysis in understanding employee behavior.

Silfverberg and Magnusson (2013) addressed the issue of employee retention in Thailand, focusing on a multinational manufacturing company aiming to reduce turnover amongst white-collar workers. This approach outlined the geographic and demographic specificity in tackling employee retention issues.

Furthermore, a recent study by Srivastava and Eachempati (2021) introduced an intelligent system leveraging deep learning and ensemble machine learning techniques to analyze and predict employee churn, achieving a high accuracy rate. This innovative approach suggests that advancements in machine learning can significantly aid in HR management through predictive analytics.

Teruna and Ardiansyah (2022) focused on recruitment capabilities and attractive compensation as vital elements supporting the employee retention paradigm, advocating for a qualitative approach in analyzing the phenomenon.

Lastly, a study by Prasetyo et al. (2021) discussed the effects of organizational communication climate and employee retention on performance, highlighting the significant role of organizational culture as an intervening variable in improving employee performance.

It is imperative for organizations to adopt a multi-dimensional approach to employee retention, tailoring strategies to specific demographic and geographic contexts to foster a healthy working environment and curb employee turnover (Merican et al., 2022; Othman et al., 2017; Peng, 2022; Premarathne & Perera, 2015; Silfverberg & Magnusson, 2013; Srivastava & Eachempati, 2021; Soenanta et al., 2020, 2021; Teruna & Ardiansyah, 2022; Prasetyo et al., 2021).

Description of the Study Area:

This research will employ a quantitative comparative correlational design to delve deep into the phenomena of corporate activism and employee retention. This design is grounded in several rationales that emphasize the necessity of a robust and multidimensional approach to understanding the complex interrelationships between the various constructs under study.

Utilizing a quantitative approach allows for a systematic collection and interpretation of data, whereby numerical data will be garnered through structured questionnaires facilitating a statistical analysis to identify patterns, trends, and relationships between corporate activism and employee retention. The comparative aspect of this design will enable the study to discern the nuanced differences in the perception and experiences of different groups within the organizational setting, according to their profiles defined by parameters such as sex, length of service, and position.

Meanwhile, the correlational component of the design aims to unearth potential relationships between corporate activism constructs (such as shareholder activism, sociopolitical activism, sustainability initiatives, and corporate reputation strategy) and employee retention parameters (encompassing job satisfaction, career development, work-life balance, and leadership and management). By identifying correlations, it will be possible to draw inferences about how the extent of corporate activism may be related to levels of employee retention within the organization.

Furthermore, utilizing a correlational design will permit the examination of the relationships without asserting a cause-effect relationship, providing a deeper understanding of the existing dynamics between corporate activism and employee retention, while respecting the multiplicity of other intervening variables.

Locale of the Study

The study will take place in an undisclosed company to maintain the confidentiality and to encourage open and honest responses from the participants. Despite not revealing specific details about the company, it is pertinent to note that it operates in today's fast-paced business environment characterized by technological advancements and changing societal norms.

This corporate entity is actively engaged in navigating various pressing issues such as sustainability, shareholder activism, and sociopolitical concerns that have a substantial bearing on its reputation and overall business strategy. It aims to foster a healthy corporate culture that not only responds to these external pressures but also focuses inward, ensuring employee satisfaction and retention, which are crucial in a competitive job market.

Understanding that the enterprise operates in a space where employee retention is vital, it leverages policies aiming at a balanced work-life scenario, providing avenues for career development and nurturing a work environment led by adept leadership and management principles.

Participants

Participants will be purposefully selected from the employee base of the undisclosed company to ensure a focused and insightful exploration of the research objectives. These individuals will meet a predetermined set of criteria that may include factors such as their role within the company, length of service, and willingness to participate in the study, to glean well-rounded insights into the corporate activism and employee retention dynamics at play in the organization.

The selection process will aim to encapsulate a diverse group, which will allow for a rich understanding of the different perspectives and experiences pertaining to corporate activism and employee retention across various strata of the company. This criteria-based approach will help in securing participants who are most able to provide the detailed and contextual insights needed for the study.

By opting for purposefully selected participants, the study intends to delve deeply into the specific experiences and perspectives that are most pertinent to the research questions at hand. It is anticipated that this approach will foster a conducive environment for participants to share honest and reflective responses, thereby enriching the quality of data gathered and ensuring the robustness of the study's findings.

The profile of respondents provides a detailed overview of their demographics and professional characteristics. The sample consists of a nearly equal distribution of male and female participants, with 149 males and 151 females, accounting for 38.2% and 38.7% of the total respondents, respectively. This balanced gender representation suggests a diverse perspective in the study's findings.

Instrument

In the upcoming study, a researcher-made questionnaire will be employed as the primary instrument to gather data from the participants. This questionnaire will be meticulously designed to cover each construct outlined in the research objectives.

Part 1: Respondent Profile. This section will obtain demographic information from the respondents, encompassing Sex, Length of service, and Position.

Part 2: Corporate Activism. The second part of the questionnaire will probe the extent of corporate activism in the undisclosed company. It will cover four main constructs: 1. Shareholder activism: Questions in this segment will explore how active and involved the shareholders are in influencing the company's policies and direction. 2. Sociopolitical activism: Here, the questionnaire will seek to find out the company's stance and activities in sociopolitical issues. 3. Sustainability initiatives: This part will ask questions about the company's initiatives towards environmental sustainability. 4. Corporate reputation strategy: In this segment, questions will be directed towards understanding the strategies employed by the company to build and maintain its reputation.

Part 3: Employee Retention. In this part, the focus will be on understanding the respondent's assessment of employee retention strategies in the company based on four constructs: 1. Job satisfaction: This segment will contain questions targeting the respondent's satisfaction level concerning their job role and responsibilities. 2. Career development: Here, the participants will be asked about the opportunities and paths available for their career growth within the company. 3. Work-life balance: This segment will explore how the company facilitates a balance between work and personal life for its employees. 4. Leadership and management: The questions in this part will be framed to understand the impact of the leadership style and management strategies on employee retention.

To ensure the validity of the instrument, the questionnaire will undergo a series of tests, including a pilot test with a small group of participants to receive feedback and make necessary adjustments before the main survey.

Reliability will be ensured through consistent and standardized administration of the questionnaire to all participants. Additionally, statistical tests like Cronbach's alpha will be used post-data collection to confirm the reliability of the scales used in the questionnaire, thereby ensuring that the instrument is both reliable and valid for the research at hand.

Data Gathering Procedure

A systematic and ethical data gathering procedure will be executed. Initially, we will seek the necessary permits and approvals from the relevant authorities and management of the selected business organizations. This step ensures that the research is sanctioned and is in line with organizational policies and regulations. Upon securing these permissions, participants will be identified based on the pre-set criteria for purposive sampling.

Before distributing the researcher-made questionnaire, each potential participant will be presented with a consent form. This form will elaborate on the purpose of the study, the nature of their involvement, the expected duration of their participation, and the assurances of confidentiality and anonymity. Only after obtaining written consent from the participants will the questionnaires be handed out.

Participants will be given a set timeframe to complete the questionnaires, with a gentle reminder issued as the deadline approaches. To facilitate a comfortable environment and ensure candid responses, participants will be informed that their participation is entirely voluntary, and they can withdraw at any point without any repercussions.

Once all questionnaires are retrieved, the data will be meticulously organized and prepared for analysis. Any incomplete or improperly filled questionnaires will be addressed, either by discarding them or by seeking clarification, based on the nature of the discrepancy. With all data collated and verified, the analysis phase will commence, promising a comprehensive understanding of the Inter-organizational Business Network and its implications for operational efficiency.

Statistical Analysis of Data

The first stage in the analysis will involve a descriptive statistical analysis, where we will map out the central tendencies including frequency, percentage, mean, and standard deviation to gain an initial understanding of the data distribution across various constructs.

Following the descriptive analysis, inferential statistics will be deployed to scrutinize the relationships between different variables. In particular, they will employ comparative analyses to identify any significant differences in the perceptions of the respondents based on their demographic profiles. Techniques such as t-tests or ANOVA will be utilized for this purpose, based on the number of groups and the nature of the data.

Furthermore, to decipher the potential correlations between the constructs of behavioral finance and strategic policy decisions, a correlational analysis will be executed. This will involve determining the Pearson or correlation coefficients, dependent on the data distribution, to understand the strength and direction of the relationships between the variables.

Lastly, all data will be processed and analyzed using SPSS to ensure accuracy and reliability in the results. The findings from these analyses will then be presented in a detailed report, enriched with graphical representations such as charts and tables to facilitate a clear and concise dissemination of the research findings. This systematic approach to data analysis aims to shed light on the intricate dynamics between behavioral finance and strategic policy decisions in the textile corporation, providing a comprehensive view grounded in statistical evidence.

Table 1 Profile of Respondents

Variable	Category	Frequency	Percentage
Sex	Male	149	38.2%
	Female	151	38.7%
Length of Service	1-3 years	91	23.3%
	4-6 years	90	23.1%
	7-10 years	51	13.1%
	More than 10 years	68	17.4%
Position	Entry-Level	98	25.1%
	Mid-Level	54	13.8%
	Senior-Level	104	26.7%
	Executive	44	11.3%

When examining the length of service, a significant portion of respondents, 23.3%, have been in their roles for 1-3 years, closely followed by those with 4-6 years of experience at 23.1%. Those with 7-10 years of service make up 13.1%, while 17.4% have been working for more than 10 years. This distribution highlights a considerable range of experience levels among the respondents, which could contribute to varied insights and opinions based on tenure.

Table 2. Extent of Corporate Activism in terms of Shareholder Activism

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. The company regularly communicates with shareholders about its strategic direction.	2.92	.692	High Extent
2. Shareholders have a significant influence on the company's decision-making process.	3.06	.780	High Extent
3. The company has faced shareholder activism in recent years.	2.96	.630	High Extent
4. The company actively encourages shareholders to participate in corporate governance.	2.85	.667	High Extent
5. The company responds constructively to shareholder proposals and concerns.	2.79	.731	High Extent
6. Shareholder activism has led to positive changes in the company.	2.79	.633	High Extent
Overall Mean	2.89	.33	High Extent

Legend: 3.51 – 4.00 (Very High Extent); 2.51 – 3.50 (High Extent); 1.51 – 2.50 (Low Extent); 1.0-1.50 (Very Low Extent)

The analysis of the extent of corporate activism in terms of shareholder activism reveals significant insights based on six key indicators. The overall mean score of 2.89, with a standard deviation of .33, indicates a high extent of shareholder activism across the board.

Examining each indicator individually, it becomes clear that shareholders play an influential role in the company. The highest weighted mean of 3.06, with a standard deviation of .780, is associated with

shareholders having a significant influence on the company's decision-making process. This suggests that shareholders are not only engaged but also have a tangible impact on the company's strategic choices. In summary, the findings depict a robust landscape of shareholder activism within the company. Shareholders significantly influence decision-making, are regularly informed, and their activism has led to positive changes. Despite the varying standard deviations, the consistency of high extent scores across all indicators underscores a well-engaged shareholder base, contributing positively to corporate governance and strategic direction.

Table 3. Extent of Corporate Activism in terms of Sociopolitical Activism

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. The company actively engages in societal issues affecting the community.	2.70	.884	High Extent
2. The company takes a stand on political issues publicly.	2.86	.880	High Extent
3. The company's stand on sociopolitical issues aligns with my personal values.	2.84	.596	High Extent
4. The company encourages employees to be involved in sociopolitical initiatives.	3.12	.572	High Extent
5. The company has policies in place to support societal and political causes.	2.88	.501	High Extent
6. The company maintains a responsible stance towards sociopolitical issues.	2.79	.642	High Extent
Overall Mean	2.86	.32	High Extent

Legend: 3.51 – 4.00 (Very High Extent); 2.51 – 3.50 (High Extent); 1.51 – 2.50 (Low Extent); 1.0-1.50 (Very Low Extent)

The assessment of differences in the extent of corporate activism based on the respondents' sex reveals interesting insights. For shareholder activism, males had a slightly higher mean (2.94) compared to females (2.85), with a t-value of 2.463 and a significance level of .118. This indicates that the difference is not statistically significant, leading to the acceptance of the null hypothesis.

Similarly, for sociopolitical activism, males scored a mean of 2.87, while females scored 2.85. The t-value of 1.188 and a significance level of .277 indicate no significant difference between the sexes, resulting in the acceptance of the null hypothesis.

In terms of sustainability initiatives, males had a mean score of 2.92, and females had a mean score of 2.88. The t-value of .608 and a significance level of .436 again show no significant difference, leading to the null hypothesis being accepted. For corporate reputation strategy, males scored a mean of 2.77, and females scored 2.71, with a t-value of 2.018 and a significance level of .156. This indicates that the difference is not statistically significant, resulting in the acceptance of the null hypothesis.

In summary, the findings show that there are no significant differences in the respondents' assessment of the extent of corporate activism when grouped according to sex. Both male and female respondents provided similar evaluations across all indicators, suggesting a general consensus on the company's engagement in shareholder activism, sociopolitical activism, sustainability initiatives, and corporate reputation strategy.

Results and Discussion

Summary

1.The profile of respondents provides a comprehensive overview of their demographic and professional characteristics. The gender distribution is nearly equal, with 149 males (38.2%) and 151 females (38.7%), indicating a balanced representation in the study. In terms of length of service, respondents are distributed as follows: 91 have 1-3 years of service (23.3%), 90 have 4-6 years (23.1%), 51 have 7-10 years (13.1%), and 68 have more than 10 years (17.4%). This range highlights the diversity of experience levels among the respondents. Regarding their positions within the organization, 98 are in entry-level roles (25.1%), 54 are in mid-level positions (13.8%), 104 are in senior-level roles (26.7%), and 44 are executives (11.3%). This distribution suggests a broad spectrum of perspectives from various stages of career development and organizational hierarchy. Overall, the profile of respondents showcases a balanced gender

distribution, a wide range of service lengths, and a mix of professional levels, contributing to a diverse and representative sample for the study.

2.The study on corporate activism examined various dimensions, including shareholder activism, sociopolitical activism, sustainability initiatives, and corporate reputation strategy. The findings indicated a high extent of engagement across all dimensions, with overall mean scores consistently falling within the high extent category. Shareholder activism was characterized by significant influence on decision-making and regular communication with shareholders, though it had mixed impacts on leadership perceptions. Sociopolitical activism positively influenced job satisfaction and leadership perceptions but had no significant effect on career development or work-life balance. Sustainability initiatives, while generally positive, showed a significant negative correlation with leadership perceptions, suggesting potential misalignment or communication issues. Corporate reputation strategy did not show significant correlations with any aspect of employee retention, indicating its limited direct impact on employees' decisions to stay with the company. Overall, corporate activism is actively pursued across various fronts, contributing to the company's image and engagement, though its direct impact on employee retention varies across different dimensions.

3.Sex: Differences in perceptions of corporate activism were not significant for most aspects. However, job satisfaction and perceptions of leadership and management showed significant differences between males and females. Males reported higher job satisfaction and more favorable views of leadership and management compared to females. In other areas like career development, sociopolitical activism, and sustainability initiatives, no significant differences were observed.

Length of Service: When grouped by length of service, significant differences were observed in perceptions of work-life balance. Employees with 7-10 years of service reported lower satisfaction with work-life balance compared to those with different lengths of service. However, there were no significant differences in job satisfaction, career development, and leadership and management perceptions based on the length of service.

Position: Significant differences emerged in perceptions of career development and work-life balance when grouped by job position. Mid-level employees rated career development opportunities more favorably compared to other groups. Entry-level employees had a more positive view of work-life balance compared to mid-level and executive positions. There were no significant differences in job satisfaction, leadership and management, and overall retention perceptions across different job positions.

4.The study on employee retention evaluated various dimensions, including job satisfaction, career development, work-life balance, and leadership and management. Employees reported high levels of satisfaction with their roles and responsibilities, a sense of accomplishment, and the support necessary to perform their jobs well. The overall mean score was 2.87, indicating high retention. The company provides adequate opportunities for career growth, training, and development resources, and supports employees' career development goals. The overall mean score was 2.95, reflecting high retention levels. Employees generally feel supported in maintaining a healthy work-life balance, with manageable stress levels and sufficient time for personal and family life. However, the leave policy and vacation time received slightly lower satisfaction. The overall mean score was 2.73, still indicating high retention. Employees perceive leadership and management positively, particularly regarding support for work-life balance and manageable stress levels. The overall mean score was 2.73, indicating high retention.

5.Differences in perceptions of employee retention were also analyzed based on sex, length of service, and job position:

Sex: Significant differences were found in job satisfaction and perceptions of leadership and management, with males reporting higher satisfaction levels. However, overall retention perceptions did not significantly differ between sexes.

Length of Service: Significant differences were observed in work-life balance perceptions, with employees having 7-10 years of service reporting lower satisfaction. Other aspects showed consistent perceptions across different lengths of service.

Position: Mid-level employees rated career development opportunities higher, and entry-level employees had a more favorable view of work-life balance. No significant differences were found in overall retention perceptions across job positions.

6.The study examined the correlation between various aspects of corporate activism and employee retention, revealing mixed results. Shareholder activism showed no significant correlation with job satisfaction or career development but had a significant positive impact on work-life balance and a negative impact on perceptions of leadership and management. Sociopolitical activism positively correlated with job satisfaction and leadership perceptions, suggesting it enhances these areas, but it did not significantly affect career development or work-life balance. Sustainability initiatives did not significantly influence job satisfaction, career development, or work-life balance, yet they negatively impacted perceptions of leadership and management, indicating possible misalignment or communication issues. Lastly, corporate reputation strategy did not show significant correlations with any aspect of employee retention, suggesting its limited direct impact on employees' retention decisions. Overall, while certain aspects of corporate activism positively influence specific retention factors, others have negligible or even negative effects, highlighting the complexity of these relationships.

Conclusion

1.The study's respondents are diverse in terms of gender, length of service, and job positions, offering a balanced and representative sample. This diversity ensures a broad spectrum of perspectives from various stages of career development and organizational hierarchy.

2.The study found high engagement in corporate activism across all dimensions, with varying impacts. Shareholder activism significantly influences decision-making and communication but has mixed effects on leadership perceptions.

Sociopolitical activism positively affects job satisfaction and leadership perceptions, while sustainability initiatives show a negative correlation with leadership perceptions. Corporate reputation strategy has limited direct impact on employee retention.

3.Perceptions of corporate activism show significant differences by sex and position but not by length of service. Males report higher job satisfaction and more favorable views of leadership compared to females. Mid-level employees rate career development opportunities higher, while entry-level employees have a more positive view of work-life balance.

4.Employees report high levels of satisfaction with their roles, sense of accomplishment, and support necessary for their jobs. Career development opportunities and work-life balance are generally well-supported, although there is room for improvement in leave policies and vacation time. Leadership and management are positively perceived, particularly regarding support for work-life balance.

5.Significant differences in job satisfaction and perceptions of leadership and management are found between males and females. Work-life balance perceptions vary significantly based on the length of service, particularly for those with 7-10 years of service. Mid-level employees rate career development opportunities higher, and entry-level employees view work-life balance more favorably.

The correlation analysis reveals mixed results. Shareholder activism positively impacts work-life balance but negatively affects leadership perceptions. Sociopolitical activism enhances job satisfaction and leadership perceptions but does not significantly impact career development or work-life balance. Sustainability initiatives negatively affect leadership perceptions, while corporate reputation strategy shows no significant correlations with any retention factors. Overall, corporate activism has varying influences on different aspects of employee retention, highlighting the complexity of these relationships.

Recommendations

1.Improve communication and alignment between shareholder activism initiatives and leadership practices. Address the negative perceptions of leadership by ensuring that shareholder-driven decisions are clearly communicated and aligned with the company's leadership goals and values.

2.Continue to engage in sociopolitical activism as it positively influences job satisfaction and leadership perceptions. Increase efforts to integrate these initiatives into the company's broader strategic goals and ensure that they are visible and impactful for employees.

3.Develop targeted initiatives to address the significant differences in job satisfaction and perceptions of leadership between male and female employees. Ensure that leadership and management practices are inclusive and supportive of all employees, regardless of gender.

4.Foster a culture of engagement where employees at all levels feel valued and heard. Conduct regular surveys and feedback sessions to gauge employee satisfaction and address any emerging issues promptly.

5.Continuously assess the impact of corporate activism initiatives on employee retention and adjust strategies as needed. Ensure that these initiatives align with both organizational goals and employee values to maximize their effectiveness. Strengthen leadership transparency and accountability, particularly in areas impacted by shareholder and sustainability initiatives. Clear communication from leaders about decisions and their impacts can build trust and positively influence employee perceptions.

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