



UNIVERSITI PUTRA MALAYSIA

***RELATIONSHIP BETWEEN ETHICAL AND DISCRETIONARY
DIMENSIONS OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES
AND JOB SATISFACTION OF EMPLOYEES IN A MALAYSIAN PUBLIC
UNIVERSITY***

CHAN TAK JIE

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By

CHAN TAK JIE

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Master of Science**

December 2016

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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December 2016

**Chair: Nurul Ain binti Mohd Hasan, PhD
Faculty: Modern Languages and Communication**

This study aimed to examine the relationship between ethical and discretionary corporate social responsibility (CSR) dimensions with job satisfaction of employees in Universiti Putra Malaysia (UPM). The study utilised the revised pyramid of global CSR and performance model which proposed by Carroll's by focused on the ethical and discretionary dimensions and collated with the best CSR practices which suggested by Mohd Hasan with the employees' job satisfaction. In addition, the study also used Herzberg's Motivation-Hygiene Theory to guide the research. Multistage sampling was employed in this study, whereby cluster sampling, simple random sampling, stratified sampling, and purposive sampling were used.

A quantitative (survey) method was employed in this study, whereby questionnaires were distributed to 464 UPM staff (academic and non-academic), but with only 285 valid responses received. A set of self-administered questionnaire was used as the instrument for the data collection. The data were then analysed using descriptive statistics, Pearson's Product-Moment Correlation test, and Multiple Regression test using the stepwise method through the *Statistical Package of Social Science* (SPSS) version 22.0.

Based on the findings, the study revealed that the respondents have a high level of understanding of CSR practices. In addition, human rights, labour rights, environmental stewardship under ethical dimension and community driven, which categorised under discretionary dimension has positive and moderate relationships with job satisfaction. However, social reporting under the ethical dimension has a positive, but weak correlation

with the job satisfaction. This had indicated that employees of UPM have positive views on UPM CSR initiatives and this will have a significant effect on their job satisfaction.

Besides, multiple regression analysis showed that only labour rights of the ethical dimension and community driven from the discretionary dimension were the significant predicting factors for job satisfaction in UPM context. Hence, the findings suggest that in order to increase the employees' job satisfaction, UPM should improve the labour rights practices and support community driven initiatives. Hence, UPM should emphasise on the equal chances of getting promotion based on meritocracy system as part of their ethical CSR practices. In addition, the management of UPM should also encourage their employees to actively participate in the community programmes and employ underprivileged groups as ways to foster the employees' identification to build a bond with UPM as a socially responsible institution.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

**HUBUNGAN ANTARA DIMENSI ETIKA DAN FILANTROPI AMALAN
TANGGUNGJAWAB SOSIAL KORPORAT DAN KEPUASAN KERJA STAF DI
SEBUAH UNIVERSITI AWAM**

Oleh

CHAN TAK JIE

Disember 2016

Pengerusi: Nurul Ain binti Mohd Hasan, PhD
Fakulti: Bahasa Moden dan Komunikasi

Kajian ini bertujuan untuk mengkaji hubungan antara dimensi etika dan filantropi amalan tanggungjawab sosial korporat (TSK) dengan kepuasan kerja staf di Universiti Putra Malaysia (UPM). Kajian ini menggunakan model piramid TSK global dan prestasi yang dibina oleh Carroll dengan memberi fokus kepada dimensi etika dan dimensi filantropi. Seterusnya, model tersebut diintegrasikan dengan amalan-amalan terbaik TSK yang dicadangkan oleh Mohd Hasan dengan kepuasan kerja staf. Di samping itu, kajian ini juga menggunakan Teori Motivasi-*Hygiene* Herzberg untuk membimbing penyelidikan ini. Pensampelan berbilang, iaitu persampelan kluster, persampelan rawak mudah, persampelan berstrata, dan persampelan bertujuan telah diguna dalam kajian ini.

Reka bentuk kajian ini ialah kuantitatif dengan menggunakan kaedah tinjauan. Borang soal selidik telah diedarkan kepada 464 staf UPM (akademik dan bukan akademik), walau bagaimanapun, penyelidik hanya menerima sebanyak 285 jawapan yang boleh digunakan. Set borang soal selidik telah digunakan sebagai instrumen untuk pengumpulan data. Data kemudiannya dianalisis dengan menggunakan statistik deskriptif, ujian Korelasi Pearson, dan ujian regresi berganda dengan menggunakan kaedah *stepwise* melalui *Statistical Package of Social Science* (SPSS) versi 22.0.

Dapatan kajian menunjukkan bahawa responden mempunyai tahap kefahaman yang tinggi terhadap amalan TSK. Di samping itu, hak asasi manusia, hak pekerja, penjagaan alam sekitar yang dikategori di bawah dimensi etika, dan kemasyarakatan yang dikategori di bawah dimensi filantropi mempunyai hubungan yang positif dan sederhana dengan kepuasan kerja. Walau bagaimanapun, pelaporan sosial di bawah dimensi etika mempunyai korelasi yang positif, tetapi lemah dengan kepuasan kerja. Hal ini telah menunjukkan bahawa staf UPM mempunyai persepsi yang positif terhadap inisiatif TSK

UPM dan inisiatif TSK tersebut mempunyai kesan yang signifikan terhadap kepuasan kerja staf.

Tambahan pula, analisis ujian regresi berganda menunjukkan bahawa hak pekerja yang dikategori di bawah dimensi etika dan kemasyarakatan yang dikategorikan di bawah dimensi filantropi merupakan faktor peramal untuk meningkatkan kepuasan kerja staf di UPM. Oleh itu, UPM perlu meningkatkan amalan hak asasi pekerja dan menyokong inisiatif kemasyarakatan/komuniti. UPM juga perlu menitikberatkan peluang yang sama untuk kenaikan pangkat berdasarkan sistem meriteokrasi sebagai sebahagian daripada amalan TSK yang beretika. Di samping itu, pihak pengurusan UPM juga harus menggalakkan staf untuk mengambil bahagian dalam program-program komuniti/kemasyarakatan secara aktif dan mengambil kumpulan yang kurang bernasib sebagai cara untuk memupuk identifikasi pekerja supaya mereka membina ikatan dengan UPM sebagai sebuah institusi yang bertanggungjawab sosial.

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Last but not least, I owe my deepest gratitude to the peers, especially the other postgraduate students who under the Communication Department and those who have contributed and helping me throughout the graduate program that make this work a success.

WITH KNOWLEDGE WE SERVE

CHAN TAK JIE

I certify that a Thesis Examination Committee has met on 6 December 2016 to conduct the final examination of Chan Tak Jie on his thesis entitled “Relationship between Ethical and Discretionary Dimensions of Corporate Social Responsibility Practices and Job Satisfaction of Employees in a Malaysian Public University” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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CHAPTER I

INTRODUCTION

1.1 Background of the Study

Corporate social responsibility (CSR) is not a relatively new phrase, however, the practice is increasingly crucial across all sectors and industries nationwide (Seminur Topal, 2009). Organisations today not only must meet its responsibilities in the economic sphere, that is towards various affected stakeholders (Tam, 2007), but also in the legal sphere where the organisation is required to conduct its business within the framework of the law and policy of the country where it operates. In addition, an organisation is expected to behave ethically, and it is desired that they engage in discretionary or philanthropic activities (Carroll, 1979, 1991; Carroll & Shabana, 2010). The scenario is in line with Aras and Crowther (2007), whereby they stated that CSR is practised by organisation voluntarily, which helps to ensure the welfare of the community and various stakeholders.

In today's turbulent and competitive world, financial success is not only the yardstick to measure how successful the organisation is, but also in the way in which organisation manages their business in terms of CSR, whereby there is a responsibility towards the environment they operate (Bar-Zuri, 2008), and other elements such as human rights, business ethics, environmental policies, community development, corporate governance, and workplace issues that are often aligned but go beyond profitability (Ayub, Iftekhar, Aslam, & Razzaq, 2013). Thus, CSR has gained greater importance as an idea, as a corporate strategy, and as an added value for organisations (Dobers, 2009).

However, CSR initiatives have cut across all sectors, and in particular, there is a growing interest of CSR among higher education institutions (HEIs) (Carroll, 2015; Christensen, Thrane, Jørgensen, & Lehmann, 2009). Thus, HEIs in the global have begun to encompass sustainability and engross the efforts in campuses and communities, whereby this will help to gain the integrity and ethical values in the organisations and help to strengthen their relationship with stakeholders (Wingmore-Álvarez & Ruiz-Lozano, 2012). This is because universities have been recognised as a primary key contributor that have a moral obligation to educate the better understanding of sustainability issues and create solutions for the future (Owens & Legere, 2015; Wright, 2007).

CSR initiatives in the Malaysian HEIs have also gained attention as universities continued to focus on world ranking platforms and dynamic transformation. Thus, a university's CSR initiatives are generally targeted towards meeting their Key Performance Indicators (KPIs). This is supported by Weymnas (2010) that many HEIs are likely to adopt business approach in order to survive in the drastic change in the industry as a result of today's challenging environment. Therefore, universities are jumping into the bandwagon, in which more HEIs adapt to these new economic realities.

The focus towards improved CSR initiatives has set a trend among Malaysian HEIs as there are greater demand and supply by the stakeholders and society. In Malaysia, the function of HEIs has been stated clearly in the National Higher Education Strategic Plan (NHESP). The aims of higher education in Malaysia is set as a pivotal tool for nation-building purposes, such as promoting national unity, bridging the gaps of social disparity, and focus on the knowledge-based economy (Arokiasamy, 2011; Sirat, 2006). Hence, this has called for a higher education transformation to produce a holistic human capital to achieve the nation's goals. The NHESP's transformation focused on the seven thrusts and delivered through 23 critical agenda projects, whereby one of the agenda is accessibility and sustainability. This project was aligned with the last phase of the plan, which is Phase IV (Beyond the year 2020) that focused on the sustainability (MOHE, 2015). Thus, this had called upon HEIs to focus on the sustainability and social responsibility as it will become a general practice in the future.

However, the need for HEIs to develop collaborative efforts with the industry through the research and development (R&D) is another prominent factor that can improve the advancement of human capital. R&D focus on collaboration between universities, local companies, multi-national corporations (MNCs) and leading research institutes in order to meet their KPIs. Thus, R&D is seen as vital in bringing Malaysia HEIs to a higher level in the global by the creation of a new job prospect, creating new knowledge, and promoting positive humanity's values to change Malaysia into an education hub by nurturing creative and innovative human capital across all sectors of the economy (National Higher Education Research Institute, 2010). This will eventually help to achieve the aim of MOHE by positioning the sustainability agenda for the future phase. Recently, University Sains Malaysia (USM) has been a pioneer to carry out their social responsibility and published in their annual report. For instance, Division of Industry and Community Network (BJIM), at USM serves as the bridge between the university and regional corporations. In addition, the Corporate and Sustainable Development Division (CSDD) of USM explores opportunities for the institution to engage efficiently in business and research with regional, national, and international organisations (National Higher Education Research Institute, 2010).

Based on the above notion, the adoption of CSR concept and the importance of CSR practices as a contributor towards the sustainability in the Malaysian HEIs context has become a very significant agenda (Ahmad, 2012; Ahmad & Saad, 2010). Hence, universities as a centre of research (knowledge generation, continuance, and sharing)

have been asked to be the spearhead to adapt the problem and issue in regard to the global sustainability (Cortese, 2003). Thus, it has created awareness among HEIs to foster CSR in their operations by highlighting the issue of sustainability, whereby it has become a new focus of attention for a sustainable tomorrow. This is because HEIs as sustainability change drivers will help the future human capital to enhance their educational and knowledge skills to fostering legitimacy for the nation and society to become good citizens (Gumport, 2000).

Hence, HEIs' activities with administrators, employees, students, alumni, and other daily operations need to blend with the entire system of universities. The impact can potentially be seen based on the quality of education and research, notions of autonomy, academic freedom, university operations, community outreach as well as the environment, reporting and evaluation (Lozano, 2006; Cortese, 2003; Vasilescu, Barna, Epure, & Baicu, 2010). Thus, the university is a platform to expose and to practise good CSR as well as enhances the healthy and beneficial lifestyle of the university stakeholders (Nicolescu, 2006).

Therefore, HEIs must project themselves as reputable organisations that are socially responsible (Mishra, 2013). This is because good reputation will encourage and help employees to identify themselves and build a bond with their organisation (Mozes, Josman, & Yaniv, 2011; Mishra, 2013). Past studies have argued that there is a relationship between CSR practices and job satisfaction of employees. Therefore, CSR initiatives serve to strengthen the informal contract between employees and the organisations by satisfying an organisations' obligation to provide a desirable workplace environment for its employees, which leads to job satisfaction (Deshpande, 1996; Koh & Boo, 2001). This had in line with Ahmad, Ismail, and Wan Ismail (2007) that public university employees are significant for effective public administration and they play a vital role in achieving Vision 2020.

1.2 Statement of Research Problem

Malaysian public education sectors are generally non-profit in nature when compared to the private education institutions. Hence, the idea of meeting with the bottom line profit orientation is not prominent in Malaysian educational institutions. However, the fact is there is a need for HEIs to carry out CSR because universities face numerous internal and external challenges due to its complex environment. For instance, standardisation issues, constraint in budgets, retention of staff, and competitive within the other global workforce (Chopra & Marriya, 2013) are some challenges that may influence a university's image and reputation.

Besides, pressure from the peer institutions (Ferrer-Balas, *et al.*, 2008), the availability of the funding or grants for CSR (Evangelinos, Jones, & Panoriou, 2009), and reputation management (Bebbington, Larrinaga-González, & Moneva, 2008) have caused the university to foster CSR initiatives. However, Atakan and Eker (2007), found out that most universities tend to highlight the teaching of CSR through various curricula and courses, but often do not go beyond classroom teaching to practise CSR in the actual form as a way to improve the needs of various stakeholders.

In addition, the connection between other HEIs and the regional corporations are not so established as compared to USM (National Higher Education Research Institute, 2010). This had urged the other public universities in Malaysia to carry out CSR as part of their sustainable development programme in order to compete with other rivals. However, before the goal can be a success, stakeholders of the university need to share a mutual understanding of the CSR concepts (Wright, 2010). This is because Ramasamy and Hung's (2004) study argued that the awareness and understanding of CSR in developing country like Malaysia is still at the minimal stage. Thus, this scenario has urged active commitment from various parties to make CSR a sustainable practices in the near future (Lo & Yap, 2011). Furthermore, Ahmad and Saad's (2011) study indicated that university staff and students perceived CSR likely to be philanthropic in nature, however, CSR is not merely focusing on philanthropy, but beyond it, whereby this is the gap that going to be addressed in this particular study.

In addition, the CSR literature also argued that the organisation can satisfy their employees through CSR initiatives by guaranteeing rewards and recognition, fostering personal development and work-life balance, ensuring occupational health and safety, empowerment and involvement of work, as well as better compensation of retirement (Maignan, Ferrell, & Ferrell, 2005). Thus, the arising theoretical argument has suggested that the attributes of job satisfaction, such as payment or compensation, career opportunities/advancement, workload, supervision, social relations with co-workers and working conditions are significant with CSR. Although the job satisfaction attributes showed that most of the job satisfaction attributes are on the extrinsic (hygiene) factors, however, there is a theoretical gap that needs to be filled, for instance, an empirical study done by Wan Yusoff, Tan, and Mohamed Idris (2013) in a Malaysian setting argued that there is a need to include intrinsic (motivation) satisfaction attributes together with the extrinsic (hygiene) satisfaction attributes as a set of determinants in order to improve the overall job satisfaction of employees.

However, CSR initiatives and practices are a top-down strategy that is usually enforced by the top management of the HEIs, whereby many of their employees may not be aware of and have insufficient knowledge about the practices of CSR. Furthermore, employees are potentially under the impression that they need to compromise their own values in order to be aligned with the values of their organisations (HEIs), in which Powell (2011) argued that the need to impress and compromise own values against others were the main cause of dissatisfaction among employees toward their work.

Although there are number of literature shown that HEIs are increasingly engaging in CSR as a sustainable development initiatives globally (Lozano, 2010), however, discussion surrounding relationship between sustainability and HEIs are mainly focused on developed nations such as USA (Emanuel & Adams, 2011; James & Card, 2012), Canada (Brinkhurst, Rose, Maurice, & Ackerman, 2011), and Australia (Atherton & Giurco, 2011), but there are still lack of literature that covered all aspects of CSR disciplines in HEIs particularly in the developing nation. Furthermore, in the context of HEIs, employees' attitude and behaviour towards the CSR activities that implement by the management of the universities in the developing nation is still insufficient (Fien, 2002; Lo, 2015).

Furthermore, the lack of regulations and policies give rise to questions on the significance of the CSR activities by the HEIs. The idea that CSR initiatives in HEIs remain a voluntary act makes adhering to relevant and appropriate CSR standards in universities. Hence, the CSR initiatives by universities require further investigation (Asemah, Okpanachi, & Olumuji, 2013; Nejati, Shafaei, Salamzadeh, & Daraei, 2011) especially in the HEIs arena of the developing countries.

On the other hands, the majority of the previous studies on CSR are mainly focused on MNCs and external stakeholders such as the customers, media, investor, and government (Ihlen, 2008; Werther & Chandler, 2006). Studies of CSR from the students' perspectives (Ahmad, 2012; Burcea & Marinescu, 2011; Vázquez, Lanero, & Licandro, 2013) and their attitudes, beliefs, and behaviour change after the learning of social responsibility (Kleinrichert, Albert, & Eng, 2011; Moon & Orlitzky, 2011) have also been found. However, research on the influence of CSR practices from employees' perspectives, as an internal stakeholder (Collier & Esteban, 2007) particularly on HEIs need more exploration. Therefore, the university as part of the HEIs should create an avenue for lifelong learning for its vital stakeholder, which is their employees (Mishra, 2013). It is significant that organisations consider about CSR practices on their employees as the employees may possibly play a vital role in boosting organisation identity and build an organisational reputation. Thus, understanding employees' perceptions or view on organisational CSR practices and how it affects their job satisfaction is very crucial in order for the employees to develop a sense of belonging to the organisation and reduces employee turnovers in the long run.

In addition, although previous literature have come out with empirical evidence that shows positive relationship between CSR and organisational measurements such as reputation, employer attractiveness (Helm, 2011), customer loyalty, competitiveness, and sustainability (Maignan & Ferrell, 2004; Porter & Kramer, 2002), and past studies of CSR practices on job satisfaction have also been found (Chong, 2009; Lee & Chang, 2008), however, these studies are largely based on Western literature, particularly in America and European as developed countries (De Roeck & Delobbe, 2012; Ditlev-Simonsen, 2012; Hofman & Newman, 2014; Stites & Michael, 2011). Research on an understanding of CSR practices on job satisfaction of employees needs further

exploration especially in developing countries, particularly in Malaysian HEIs. Furthermore, investigation on job satisfaction of employees and their perceptions on specific dimensions of CSR practices are the missing gap in which this research aims to uncover. In Ditlev-Simonsen's (2012) study, he stated that employees' perception on positive organisational initiatives has a stronger influence on employees' job commitment. On the other words, it means that organisation should motivate their employees first, as employees are the organisation asset that will help the organisation to drive CSR initiatives successfully to the other external stakeholders.

A classic study on CSR and the effects on employees' attitudes and behaviours was mainly focused on a four-dimensional pyramid model in which Carroll (1979) emphasised that CSR is comprised of economic, legal, ethical, and philanthropic responsibilities (Hsieh & Chan, 2012; Rego, Leal, & Cunha, 2011). Other studies include issues related to social and environmental problems that afflict mankind (Westfield, 2002). However, CSR dimensions that explore wider categories of CSR, and focus specific items relevant to the Malaysian context, such as 1) human rights; 2) labour rights; 3) environmental stewardship; 4) social reporting; 5) compliance with international standards; 6) financial necessity; and 7) community driven need a further extension of study (Mohd Hasan, 2013). Most importantly, Mohd Hasan (2013) suggested that these items are pertinent in Malaysia because the items were compiled and collated from existing global CSR best practices as well as local standards.

Therefore, the current study sought to fill those research voids by expanding the understanding of CSR practices on employees' perspectives by examining the relationship between the dimensions of CSR and job satisfaction of employees in one of the selected HEI, which is Universiti Putra Malaysia (UPM) by applying the Carroll's (2004) revised pyramid of global CSR and performance model with the best CSR practices that collated by Mohd Hasan (2013).

1.3 Research Questions

Based on the statement of problems stated above, it has addressed to the following research questions as below:

1. What is the level of understanding of CSR practices among UPM employees?
2. What are the elements of CSR practices perceived prominent in UPM?
3. What is the level of job satisfaction of employees in UPM?
4. Is there a relationship between ethical dimension of CSR (human rights, labour rights, environmental stewardship, and social reporting) and job satisfaction of employees in UPM?
5. Is there a relationship between discretionary dimension of CSR (community driven) and job satisfaction of employees in UPM?

6. Are there significant elements of ethical and discretionary dimensions of CSR practices and job satisfaction of employees in UPM?

1.4 Research Objectives

In this research, the general objective of the study is to identify the relationship between ethical and discretionary dimensions of CSR practices and job satisfaction of employees in UPM and address six (6) specific objectives as below:

1. To determine the level of understanding of CSR practices among UPM employees.
2. To identify the elements of CSR practices perceived prominent in UPM.
3. To identify the level of job satisfaction of employees in UPM.
4. To ascertain the relationship between ethical dimension of CSR (human rights, labour rights, environmental stewardship, and social reporting) and job satisfaction of employees in UPM.
5. To ascertain the relationship between discretionary dimension of CSR (community driven) and job satisfaction of employees in UPM.
6. To find out the predicting factors of ethical and discretionary dimensions of CSR practices and job satisfaction of employees in UPM.

1.5 Significance of the Study

Upon completion of this research, it is hoped that the findings of this study could be applied by other HEIs in Malaysia, either public or private universities to improve and enhance their CSR practices. This study seeks to further contribute to the existing CSR literature by attempting to view CSR practices within the context of the employees as a primary stakeholder of the organisations. In addition, specific elements of CSR dimensions relevant for Malaysian HEIs need further exploration. This is because the CSR practices of HEIs in the developing country are merely based on voluntary actions and have no specific policies and requirements. Therefore, the study aims to help HEIs to develop their own CSR policies and initiatives as a tool to give back to the stakeholders in the long run.

The significance of the study in term of policy formulation suggests that with the development of the various dimensions of CSR practices, it can used as a benchmark in formulating and implementing new policies in UPM by Corporate Strategy and Communication Office (CoSComm) to align with the CSR practices which highlighted by Mohd Hasan (2013) in order for the employees to understand the CSR policies in UPM. This might have a potential leading to a job satisfaction among the employees in the workplace.

On the other hand, the significance of the study in term of the extension of model and theory suggests that further understanding of the relationship between the dimensions of CSR practices and job satisfaction. Upon completion of this study, it can also provide further understandings of the model in terms of its applicability. The construct of CSR that formulated based on Mohd Hasan (2013) which applied the Carroll's (2004) revised pyramid of global CSR and performance model will give some new perspectives to the current study. Meanwhile, elements of motivation-hygiene theory which created by Herzberg is mostly applied for attitudes of job satisfaction, thus taking these motivation factors and hygiene factors as the indicators of overall job satisfaction and their relationship with dimensions of CSR practices will strengthen and provides some new insight for the current study which look into an education sector.

This research used the quantitative (survey) method, whereby the researcher distributed the questionnaire to the respondents who are the staff (academic and non-academic) of the UPM. The method applied aims to provide an intuitive and as a source of reference for the future researcher as a survey method can enhance the understanding of any social issues (versatility) and lend to probability sampling of a larger population (generalisability). Yet, before full application of this method in more practical ways, there is an essential need for such a research to be conducted in order to examine the applicability and practicality of this approach toward CSR practices and job satisfaction. This is to clarify whether there is a contribution of various dimensions of CSR practices and job satisfaction by checking out the perception of employees towards it.

Indeed, the CSR practices should be carried out by HEIs of various levels, not only focusing on the public universities, but also relatively important for private colleges and universities. Thus, this study seeks to see a rigorous contribution towards which dimensions of CSR that will influence the job satisfaction of the employees in the selected HEI, which is UPM.

1.6 Scope and Limitation of the Study

This research conducted within UPM, Serdang campus. The researcher has chosen UPM as one of the HEI that listed in the public research universities (RU) because recently UPM had launched the programme by CoSComm, namely "Green@UPM living for tomorrow" (CoSComm, n. d.) which aligned with the strategic plan 2014-2020 of UPM. For instance, the second goal (creating value through the sustainable RDCE; research, development, commercial, entrepreneurship) and the third goal (boosting industry and community networking services) that extracted from the 2014-2020 strategic plan is pertinent with the social responsibility of UPM (UPM, n. d.). In addition, UPM is chosen because UPM currently ranked 17th in the UI-Greenmetric World University Ranking in 2016 and it focused on four values which are i) excellence; ii) diversity; iii) sustainability;

and iv) integrity in order to promote the university sustainability and environmental management (Green@UPM, 2016).

In this research, two clusters of the discipline of the study had been selected which are social sciences and sciences that comprised of five (5) faculties, namely the Faculty of Human Ecology; Faculty of Education Studies; Faculty of Biotechnology and Biomolecular Sciences; Faculty of Science, and Faculty of Engineering. The detail of the selection of the five (5) faculties will discuss in the methodology section.

In this research, the sampling is selected from the staff (academic and non-academic) from the selected faculties in UPM as CSR is a top-down strategy that usually enforced by the top management of the university. Thus, a researcher like to seek how the CSR practices which introduced and carried out by the top management of UPM influences the employees in order to know their satisfaction towards the jobs. Quantitative approaches are used, whereby the researcher distributes the questionnaires to the employees which are the academic and non-academic staff in the selected faculties to see their understanding of the elements in the selected dimension of CSR.

This research seeks to see the CSR construct which addressed by Mohd Hasan (2013), however, in this study, the researcher only focused on the five (5) elements, namely, 1) human rights; 2) labour rights; 3) environmental stewardship; 4) social reporting; and 5) community driven that pertaining to the ethical and discretionary dimensions. This research will not fully focus on the elements which suggested by scholars in Western or European countries as certain elements of CSR might not be applicable to the employees in Malaysian HEIs context. Hence, this research sought to be the first avenue to contribute to the limited exploratory research on CSR dimensions, particularly in Malaysia HEIs by testing it quantitatively as the previous researcher carried out this research in qualitative approach and focused on the MNCs (see Mohd Hasan, 2015).

This research cannot represent the whole perspectives of employees towards the dimensions of CSR practices in the HEIs as this research only carries out in one of the public HEI in Malaysia which is UPM and only focused on the selected faculties.

1.7 Definitions of Keywords

1.7.1 Corporate Social Responsibility (CSR)

According to Carroll (1979), CSR refers to the economic, legal, ethical, and discretionary/philanthropy expectations that stakeholder had on the organisation. CSR which also known as corporate social performance, corporate citizenship, and sustainable business is an organisational policy that takes into account of stakeholder' perceptions (employees in this context) towards the communities, the environment, and society to align with the triple bottom line of sustainability, namely economic, social, and environmental performance.

1.7.2 Job Satisfaction

According to Kaliski (2007), job satisfaction is an employees' sense of achievement on the job. It is generally perceived to be directly linked to productivity and personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. It is further implied to enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that contributes to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment.

Summary of Chapter

This chapter provided the background of the research problems focuses on the current trend and the need of practising CSR in the HEIs to fulfilling the research gap by focusing on the employees (academic and non-academic staff) as a primary internal stakeholder in one of the public HEIs, which is UPM. The research area revolves around the relationship between the selected dimensions of CSR practices toward the job satisfaction of employees. The five (5) elements of CSR, namely: 1) human rights; 2) labour rights; 3) environmental stewardship; 4) social reporting; and 5) community driven are highlighted. The chapter end with numerous concrete justifications and significant for carrying out the current study. The next chapter will discuss some of the past literature around the concepts and sub-construct of CSR and job satisfaction, proposed a conceptual framework, the model and theory used, and hypotheses of the study.

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