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Corporate Social Responsibility to Employees, Job Satisfaction, and Employees' Commitment to the Organisation in the Construction Industry of UAE

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Abstract:

There are several common values in between the organization and the employees of its to enjoy a main part in improving organizational commitment. This particular conclusion offers a chance for this particular study to explore the process of CSR to employee (as one of the primary stakeholders) and also the commitment of employees to the organization in the UAE construction sector. The model have three variables, CSR to employees, employees' job satisfaction, and employees' commitment to the organisation, and three direct relations to be assessed in this study. The study is a descriptive study based on quantitative analysis of original data, which has been collected by using a well-structured questionnaire. The study are deductive approach and following the scientific approach step for deciding about the proposed argument of the research problem. The valid sample size, after data cleaning, is 457 cases, which is satisfying the needed sample size. The usable dataset found to be reliable and valid based on a variety of Smart PLS assessments. Employees evaluate their commitment to the organization and satisfaction at below average levels, which is caused by the CSR to employee. The variance of employee commitment to organisation can be explained by a rate of 58% as a results of two predictors CSR to employees and job satisfaction. In addition, the variance of employee job satisfaction can be explained by a rate of 22% as a result of the relation with the predictor CSREM. Overall, all the three proposed direct relation within the model was approved at significance level of 1%. HR management must enrich the corporate social practices towards employees and corporate governance must adapt the policies to be a CSR effective. Projected future research are to investigate other constructs of CSR and to examine more consequences such as performance.

Keywords: CSR, CSR to employees, Job Satisfaction, Employee Satisfaction, Employee Commitment, UAE, Construction Industry

1. Introduction

The connection between company and also the public society has developed from humanitarian interests of society and stakeholders. As reported by (Devinney, 2009; Karnani, 2010), though there seventy years of controversy on CSR; however it fails to get a unanimous and universally recognized definition. The Kennedy School of Government at Harvard Faculty in the article (2011) describes CSR smartly and based on the argument place down by the School; CSR isn't just about compliance and philanthropy, it delves into the way business is producing income and what company is doing with the return. Additionally, the article claims that CSR is; "How companies attain their financial, environmental and social effects, and also the interactions of theirs in most key areas of influence: workplaces, marketplaces, supply chains, public policy areas and community (Rees, Davis, and Kemp, 2012).

Construction project involves a number of complicated occasions. Stakeholders have several types and altitudes of various interests and expense in projects in which the participating businesses (Olander and Landin, 2005). The meaning of the Kennedy School of Government (2011) along with different investigation and definitions performed by academics like scholarly Olander and Landin (2005 and Thomas (2011) offer proof that the acting curiosity of construction and also CSR entails interaction between lots of sociable systems. Peter Drucker, the star of managing science, argues that the 21st century is going to be the era of connection of social sphere (Qasim et al, 2011).

Nowadays, corporate social responsibility (CSR) in the Middle East, particularly in the United Arab Emirates (UAE) is certainly apparent as visible Arab countries. The main reason is the fact that CSR in a number of other Arab nations in the area isn't begun as the UAE has started, though gradually, to understand the idea of CSR and are interested in activities under the principles of the CSR (Soubra, 2006; Zawya, 2008). The target of applying CSR in UAE is improving the connection with employees as a strategic instrument for business improvement. Leading companies utilized the CSR to create a good joint with the outside people and together with the inner people also. For instance, employees assess CSR of the company as a good tool for examining the company dedication and performance in the UAE. Nevertheless, there's

stillroom for more development. Thus, this particular analysis will be the response the scientists to obtain the immediate assessment of CSR methods by guide to the employee dedication to the organization which ultimately impact the functionality of the organization.

Now individuals are free to go and also end the job rather simple, therefore companies have got a pressure regarding how to keep the employees of theirs so long as you can (McHardy et al., 2011). A report guided by Li et al. (2012) concentrates on inner stakeholders in the employees, and also the scope of the participation of theirs in selecting community operations. Even though the problems in managing a construction company which has dropped the authenticity to the employees are well known, there's not much comprehension of the degree that non-profit stakeholders and managers weigh the employees' views, and therefore are interested in selecting the appropriate issues (Li, & Skitmore, Ng, 2012). This's why the construction company need to look at the employees from the stakeholders' perspective and consider the perceptions of theirs. The internal employees must know what the company do, which requires concentrating the advertising efforts of the organization to the employees of its. In this particular context, encouraging social responsibility of modern society while motivating employees to get involved in these pursuits allows businesses to produce a good link with the workers (Humby and Harwood, 2008). To justify the connection between social responsibility methods and also the dedication of employees' comes from the observations that a longer organizational commitment brings advantages to businesses. Particularly, by raising the organizational commitment, it's thought that companies lessen turnover and absence, boost employee productivity and business performance, and also be appealing on the candidate pools (Mathieu, Zajac, and Dennis 1999, Brammer et al., 2007, Brenner 2010). The job of Oreilly and Chatman (1986) explicitly provides standard values in between the organization and the employees to enjoy a central part in improving organizational commitment.

This particular conclusion offers a chance for this particular study to explore the process of CSR to employee (as one of the primary stakeholders) and also the commitment of employees to the organization in the UAE construction sector.

2. CSR in United Arab Emirates

The United Arab Emirates was started in 1971. The seaside Trucial States given the United Kingdom influence of the defence of theirs as well as international affairs in 19th century treaties. In 1971, six of Trucial States of the Arabian Gulf - Abu Dhabi, Dubai, AL Shariqah, Al Fujayrah, Ajman, and Umm al Qaywayn - merged to develop the United Arab Emirates (UAE). Later on in 1972, Ra's al Khaymah joined UAE. Based on World Bank information, in 2014 UAE's per capita GNI, at \$45,200, isn't much under the average of designed. The generosity of it's with oil revenues plus its reasonable foreign policy posture have permitted the UAE to become a crucial country in the area. The UAE provided an open economic climate with a very high per capita income along with a large annual trade surplus. The capital of the country is grounded on oil as well as gas output (approximately 25% of GDP), as well as the fortunes of the economic system change with the rates of those commodities. Since 1973, the UAE has undergone a profound transformation from an impoverished region of tiny desert principalities to a contemporary state with an impressive standard of living. Currently, the amounts of oil production as well as gasoline reserves must keep going for over hundred years. Abu Dhabi accounts for approximately 60 % of GDP, Dubai for 28 %, as well as the rest accruing to the additional 5 emirates. The government has increased spending on job development as well as infrastructure development and it is opening up the utilities of its to better private sector involvement. The UAE's place as a serious monetary center makes it susceptible to money laundering. Thus, the anti-money-laundering legislation was signed into law by the President on 25th January, 2002. The UAE is a fellow member of the Gulf Cooperative Council (GCC). Each of the GCC participants has the own particularities of theirs, but with closer similarities. The GCC confronted comparable challenges concerning work, especially working with a large expatriate workforce as well as economic development.

A current detailed research on CSR in the UAE done by the Center for Responsible Business (CRB) and also discovered that out of 7 sectors surveyed, the monetary industry held the greatest percent of CSR awareness at 68%. In comparison to this particular good indicator however is the point that just 10 % of these companies in UAE believed CSR being main to business method (Ronnegard, 2011). Sulaiman Al Mazroui (2011) Coordinator General of the Emirates International Forum, outlined the concept of CSR as well as his organization's obligation under it, as an Islamic and society based approach. Firstly, in the Arab way of life and Islam both think about business task as a responsibility which results in personal prosperity. This's mirrored throughout the Zakat (tax on wealth) that is among the pillars of Islam. Secondly, Sadaqah is yet another charitable contribution that Islam encourages. Thirdly, in the UAE's cultural heritage, business responsibility is a lot a better way of life. Fourthly, historic evidence show which company commercial enterprises have participated with governments in societal development. Fifthly, many instances where main company organizations have participated in establishing community tasks, like schools, mosques, cultural centers, and more. Sixthly, the development of Al Tomooh by Emirates Bank is but one great evidence of this particular social responsibility.

3. Proposed Model Development

The model have three variables, CSR to employees, employees' job satisfaction, and employees' commitment to the organisation, and three direct relations to be assessed in this study. The following is the discussion and support for the relations from the previous studies.

CSR activities to employees have an impact on employees' commitment towards the employer of theirs (Turker, 2009). Rego et al. (2010) gathered a number of scientific studies and discovered that there is a real great link between CSR to employees as well as employees' commitment to the organizational (ECO). Thus it is hypothesized in this specific study that;

- H1: There is positive association between CSR to employees and employees' commitment to the organizational.

Studies of CSR effect on intra organizational actions - e.g. organizational dedication (Peterson, 2004) or perhaps possibly work satisfaction. Brammer et al. (2007) suggest that employees are more encouraged to join with businesses, which are viewed as socially responsible. Most likely the most extensively stored site in the literature is the point that job satisfaction influences organizational commitment (Strasser and Bateman, 1984; Currivan, 1999; Curry et al., 1986; Malik, 2010; Rayton, 2006; Lacey and Vandenberg, 1992). Hence it is hypothesized in this specific study that;

- H2: There is positive association between CSR to employees and job satisfaction.
- H3: Job satisfaction positively influences employees' employees' commitment to the organization.

Figure 1 shows the conceptual model, relations, and hypotheses associated with this study

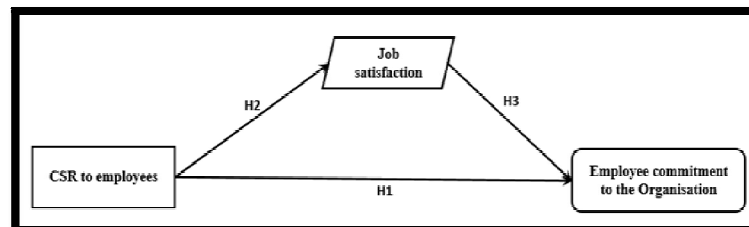


Figure 1: Proposed Model

4. Research Methodology

The study is a descriptive study based on quantitative analysis of original data, which has been collected by using a well-structured questionnaire. The study are deductive approach and following the scientific approach step for deciding about the proposed argument of the research problem.

The suitable sample size claimed to satisfy two principle of thumbs for sampling approach. The sample size match for the Smart PLS needs, and the effective sample size for SEM analysis, which is calculated based on the statistical power benefit P (Prajapati et al. 2010; Hair et al. 2014; Creswell 2013). Hair (2014) establish a general guideline for SmartPLS minimum sample size; the sample size is 10 occasions the maximum number counted arrows towards any latent variable. In this particular study, the least sample size is 20. However, the effective sample size based on Cohen (1988) sampling method and by the use of G Power tools is 138 cases. In reality, the actual valid and reliable dataset is 457 cases.

The population is all of the project management staff who's employed in construction industry in UAE. It's so hard to give each person in the study population similar chance to be among the chosen sample. As the analysis is concentrating in a certain category, project management personnel, and there're a lot of organizations, and they host the population. Thus, stratified random sampling will be the sampling technique ideal for this particular investigation (Bryman, 2015).

Information was collected during 2018. The researcher with the facilitation of other 4 persons disperse the survey and also records it an immediate collection methods. Division of the survey took place in sixty companies; and also within every organization the distributions occurred arbitrarily.

The instrument used for data collection was a well-structured questionnaire in Licket-5 scale style. The first section is asking for demographic characteristics of respondents. The second is the scale of organizational commitment, which have nine question that adapted from the study performed by Turker (2009). The third section is the scale of CSR to employee, which have nine question that adapted from the studies performed by Turker (2009) and Rego et al. (2010). The fourth is the scale of employee job satisfaction, which have nine question that adapted from the studies performed by Hsiu (2009).

5. Findings

Findings are organized in four main sections, respondents' demographic profile, descriptive analysis of respondents opinion, PLS outer model assessments for reliability and validity, and PLS inner model assessment for relational assessments.

5.1. Respondents' Demographic Analysis

The valid sample size, after data cleaning, is 457 cases, which is satisfying the needed sample size. Table 1 shows the summary data of the respondents' characteristics. The majority of employees are males (94.7%), aged between 31 and 50 years (64.8%), having experience between 5 and 10 years (47.3%), having a bachelor degree (91.5%), and working at operational level (72.6%).

	Characteristic	Frequency	Percent
Gender	Male	433	94.7
	Female	24	5.3
Age	up to 30 years old	100	21.9
	31-40 years old	147	32.2
	41-50 years old	149	32.6
	more than 50 years old	61	13.3
Years of Experience	1-5years.	33	7.2
	5-10 years.	216	47.3
	10-15 years	72	15.8
	Above 15 years	136	29.8
Highest Academic Qualification	Bachelor Degree	418	91.5
	High Diploma	0	0
	Master Degree	9	2.0
	Doctoral / PhD	30	6.6
Work Position	Operational Management	332	72.6
	Middle Management	98	21.4
	Top Management	27	5.9

Table 1: Respondents' Profile

5.2. Descriptive Analysis of Respondents' Opinion

The respondents were asked for their perception or opinion against three main variables in an ascending Likert-5 scale. As seen in Table 2, employee commitment to the organization has nine items and the overall mean value were at 61.7%, which interpreted as a below average perception. Job satisfaction has six items and the overall mean value were at 65%, which interpreted as a below average perception. Last, CSR to employees has six items and the overall mean value were at 69.9%, which interpreted as an average perception.

Variable	Mean	Percentage
CSR to employees	3.4923	69.85
Job satisfaction	3.2498	65.00
Employee commitment to the organization	3.0849	61.70

Table 2: Descriptive Analysis of Respondents' Opinion

5.3. PLS Outer Model Assessments of Reliability and Validity

For statistical analysis, the study use the Smart PLS software package. For reliability and validity of the final dataset, four assessments were performed that is following the Hair (2014) rule of thumb. For indicator reliability, outer loading assessment was performed and the results are summarized in Table 3. The item is reliable if its loading is passing the threshold of 0.708. Five items is waived because of its weak loading.

	All Items Loading			Proper Items Loading		
	CSREM	ECO	EJS	CSREM	ECO	EJS
CSREM1	0.68			Deleted		
CSREM2	0.87			0.88		
CSREM3	0.78			0.78		
CSREM4	0.84			0.86		
CSREM5	0.86			0.87		
CSREM6	0.83			0.84		
ECO1		0.63			Deleted	
ECO2		0.65			Deleted	
ECO3		0.73			0.72	
ECO4		0.77			0.78	
ECO5		0.75			0.76	
ECO6		0.93			0.93	
ECO7		0.74			0.75	
ECO8		0.79			0.80	
ECO9		0.80			0.82	

	All Items Loading			Proper Items Loading		
	CSREM	ECO	EJS	CSREM	ECO	EJS
EJS1			0.58			Deleted
EJS2			0.78			0.80
EJS3			0.90			0.93
EJS4			0.77			0.79
EJS5			0.59			Deleted
EJS6			0.90			0.93

Table 3: Outer Loading Assessment of Indicator Reliability

For composite reliability, Cronbach's Alpha and composite reliability assessments were performed and the results are summarized in Table 4. The variable has adequate internal consistency if its score is above 0.70. The three proposed variables were at an adequate score and were internally consistent.

	Composite Reliability	Cronbachs Alpha
CSREM	0.93	0.90
ECO	0.92	0.90
EJS	0.92	0.89

Table 4: Composite Reliability Assessments

For convergent validity, Average Variance Extracted (AVE) assessment was performed and the results are summarized in Table 5. The variable has adequate internal relations if its score is above 0.50. The three proposed variables were at an adequate score and were internally related.

AVE	
CSREM	0.72
ECO	0.63
EJS	0.75

Table 5: Convergent Validity Assessments

For discriminant validity, cross loading and Fornell-Larcker Criterion assessments were performed and the results are summarized in Table 6. Any item must have a higher loading within its associated than other variables, and within Fornell-Larcker Criterion Analysis scores in diagonal cells must be higher than other horizontal and vertical scores. The three proposed variables and its items were at an adequate score and were discriminately valid.

Cross Loading Assessment				Fornell-Larcker Criterion Analysis					
	CSREM	ECO	EJS		CSREM	ECO	EJS		
CSREM2	0.88	0.56	0.40	CSREM	0.846				
CSREM3	0.78	0.50	0.40						
CSREM4	0.86	0.53	0.42						
CSREM5	0.87	0.55	0.38						
CSREM6	0.84	0.52	0.41						
ECO3	0.50	0.72	0.50					ECO	0.627
ECO4	0.50	0.78	0.57						
ECO5	0.45	0.76	0.49						
ECO6	0.57	0.93	0.62						
ECO7	0.47	0.75	0.46						
ECO8	0.47	0.80	0.53						
ECO9	0.51	0.82	0.56						
EJS2	0.39	0.54	0.80	EJS	0.472	0.673			
EJS3	0.44	0.62	0.93						
EJS4	0.38	0.56	0.79						
EJS6	0.43	0.61	0.93						

Table 6: Discriminant Validity Assessments

5.4. PLS Inner Model Assessments of Relations and Predictions

For statistical analysis, the study uses the Smart PLS software package. For relations and prediction, two assessments were performed that is following the Hair (20014) rule of thumb.

Predictive power and predictive relevance scores are interpreting the overall model predictions assessments. As seen in Table7, the predictive power of employee commitment to the organisation is moderate with score of 0.58 and predictive relevance is large with score of 0.36. In addition, the predictive power of employee job satisfaction is satisfactory with score of 0.22 and predictive relevance is moderate with score of 0.17.

	Predictive Power		Predictive Relevance	
	R Square	Status	Q Square	Status
ECO	0.58	Moderate	0.36	Large
EJS	0.22	Satisfactory	0.17	Medium

Table 7: Predictive Power and Predictive Relevance Assessments

Path coefficient related scores shows whether the relation is significant and at what relevance score. For 1-tailed relations, the relation is significant if the P value score is less than 0.5 and T statistics is more than 1.65. As seen in Table8, the three relations are significant. The path coefficients of predictors of ECO are 0.486 and 0.397 for EJS and CSREM in precedence manner. The path coefficient score of the relation between CSREM and EJS is 0.472.

	Path Coefficient	Standard Error	T Statistics	P Value (1 Tailed)	Status
CSREM -> ECO	0.397	0.032	12.391	0.000	Accepted
CSREM ->EJS	0.472	0.038	12.294	0.000	Accepted
EJS -> ECO	0.486	0.032	15.130	0.000	Accepted

Table 8: Path Coefficients Assessments

6. Discussion

The usable dataset of 457 respondents found to be reliable and valid based on a variety of Smart PLS assessments. Employees evaluate their commitment to the organization and satisfaction at below average levels (61.7% and 65%), which is caused by the CSR to employee. The variance of employee commitment to organisation can be explained by a rate of 58% as a results of two predictors CSR to employees and job satisfaction. Job satisfaction have a higher impact than CSR to employees because EJS beta regression is 0.486 while CSREM beta regression is 0.397. In addition, the variance of employee job satisfaction can be explained by a rate of 22% as a result of beta regression score of 0.472 for the relation with the predictor CSREM. Overall, all the three proposed direct relation within the model was approved at significance level of 1%. Figure 2, shows the path coefficients model.

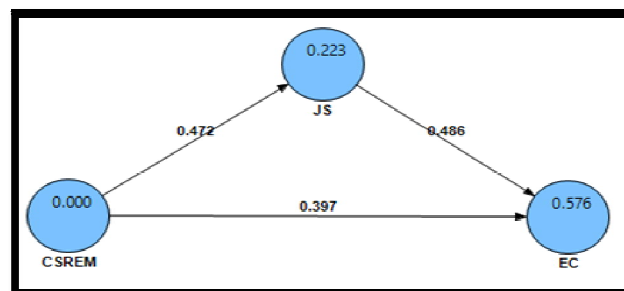


Figure 2: Path Coefficients Model

7. Conclusions

The research assumes that the practices of CSR to employees in UAE construction industry are not in healthy conditions and could be one of the causes of low employees' satisfaction and employees' commitment to the organisation. The results shows that employees' commitment and satisfaction are at below average level, which is mapped with previous reports and studies (Ramer and Porter, 2011). CSR to employees' found to be a strong cause of the low employees' commitment which is also mapped with previous studies (Rego et al., 2010; Turker, 2009). In addition, CSR to employees' is found to be a strong cause of the low employees' job satisfaction, and the results is mapped with findings of other scholars (Rego et al. 2010; Michael and Stites 2011; Turker 2009). Overall, the findings shows that CSR to employees in UAE is influencing the employees' job satisfaction and commitment to the organisation, and it is for sure one of thecausatives of the low employees' commitment.

8. Implications, Limitations, and Future Work

CSR to employees is found to a strong causative of low employees' commitment, so HR management must enrich the corporate social practices towards employees, such informal group vacations, family protection programs, education programs. Corporate governance must understand that corporate policies must be adapted to reveal the corporate social responsibilities in order to keep their intellectual capital.

The study is applied on the construction companies of UAE, performing the study in other industrial sectors is essential to complete the puzzle of the CSR influence. The study was conducted in UAE, results can be different at other countries or societies, therefore replicating the study in other environments is welcome by other scholars.

Corporate social responsibility, has different constructs other than employees, such as environment and customers. Therefore, further research is needed to examine the impact of other CSR construct. CSR is found to have a relation with satisfaction and commitment, but the consequences list can have many other outcome such as employee engagement, performance or even corporate performance. Therefore, examining the impact of CSR on different consequences is projected for further research.

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