## THE EMPLOYEE PERCEPTION AND SATISFACTION TOWARDS INTERNAL CORPORATE SOCIAL RESPONSIBILITY IN PUBLIC SERVICE ORGANIZATION IN BATTICALOA



## JIFRI MOHAMED SASEEM



Department of Management

Faculty of Commerce and Management

Eastern University, Sri Lanka

2018

## **ABSTRACT**

The concept of Corporate Social Responsibilities (CSR) was a popular topic for management discussion. It was widely discussed for over the past 50 years. This research explores the employee perception and satisfaction towards internal CSR. This study focues on the main five dimensions which include of health and safety provided by the organization, work life balance policy for employees, training and development programmes provided, employee autonomy and also compensation and benefits of employees in the particular organization.

The target population for this research is around 200 respondents. The questionnaire designed distributed to the employees in public service organizations which include of Urban Council, Municipal Council, Water Board and Ceylon Electricity Board in Batticaloa District.

Secondary data would be used for the literature review part of this research and the primary data collected from employees by questionnaire would be used for discussion in the later chapters. Quantitative data was analyzed using both descriptive and inferential analysis. The findings of the study revealed that there is a higher level of employee positive perception & satisfaction towards internal CSR and internal CSR positively impact and correlated with employee overall satisfaction. The recommendation the study is the internal CSR still in the higher level in public service organization, so they should improve the internal CSR to achieve very high level. Through this research would be able to contribute to the organizations as a guideline for them to improve their commitment towards employees. Hence, it is worthwhile for researcher to run this research.

Keywords: Internal Corporate Social Responsibilities, Employee perception, Satisfaction

## **Table of Contents**

| Contents                            | age No. |
|-------------------------------------|---------|
| Acknowledgement                     | . i     |
| Abstract                            | ii      |
| Table of Contents                   | iii     |
| List of Tables.                     |         |
| List of Figures.                    | . xi    |
| List of Abbreviation.               | . xii   |
| Chapter-1: Introduction             | 01-06   |
| 1.1 Research Background             | 01      |
| 1.2 Research problem                | 02      |
| 1.3 Research Question.              | 03      |
| 1.4 Research Objectives             | 04      |
| 1.5 Significance of the Study       | 04      |
| 1.6 Scope of the Study              | 05      |
| 1.7 Organization of Chapters        | 05      |
| 1.8 Chapter Summary                 | 06      |
| Chapter-2: Literature Review        | 07-29   |
| 2.1 Introduction                    | 07      |
| 2.2 Corporate Social Responsibility | 07      |
| 2.3 Employee Commitment.            | 09      |
| 2.4 Organizational Commitments      | 11      |
| 2.5 Employees' Perception           | 12      |
| 2.6 CSR and Employees' Perceptions. | 14      |
| 2.7 Job Satisfaction                | 15      |

| 2.8 Relationship between CSR and Job Satisfaction   | 17    |
|-----------------------------------------------------|-------|
| 2.9 Health and Safety                               | 18    |
| 2.10 Work life balance                              | 20    |
| 2.11 Training and Development.                      | 23    |
| 2.12 Autonomy                                       | 25    |
| 2.13 Compensation and Benefits                      | 27    |
| 2.14 Chapter Summary                                | 29    |
| Chapter-3: Conceptualization and Operationalization | 30-34 |
| 3.1 Introduction                                    | 30    |
| 3.2 Conceptualization.                              | 30    |
| 3.2.1 Employees' Perception                         | 31    |
| 3.2.2 Job satisfaction.                             | 31    |
| 3.2.3 Health and Safety                             | 31    |
| 3.2.4 Work life balance                             | 31    |
| 3.2.5 Training and Development                      | 32    |
| 3.2.6 Employee Autonomy                             | 32    |
| 3.2.7 Compensation and Benefits                     | 32    |
| 3.3 Operationalization.                             | 32    |
| 3.4 Chapter Summary                                 | 34    |
| Chapter-4: Methodology.                             | 35-46 |
| 4.1 Introduction.                                   | 35    |
| 4.2 Research Philosophy, Approach, and Strategies   | 35    |
| 4.2.1 Research Philosophy                           | 35    |
| 4.2.2 Research Approach                             | 36    |

| 4.2.3 Research Strategies                          | 36    |  |
|----------------------------------------------------|-------|--|
| 4.3 Study Population.                              | 37    |  |
| 4.3.1 Sampling.                                    | 38    |  |
| 4.3.2 Sample                                       | 38    |  |
| 4.4 Data Collection.                               | 38    |  |
| 4.4.1 Primary Data                                 | 38    |  |
| 4.4.2 Secondary Data                               | 38    |  |
| 4.5 Research Instruments                           | 39    |  |
| 4.6 Methods of Data Measurement                    | 39    |  |
| 4.6.1 Measurement of Variables                     | 39    |  |
| 4.6.2 Method of Scaling.                           | 39    |  |
| 4.6.3 Method of Measuring the Personal information | 40    |  |
| 4.6.4 Method of Measuring Research Information     | 41    |  |
| 4.7 Data Presentation.                             | 43    |  |
| 4.8 Method of Data Analysis and Evaluation.        | 43    |  |
| 4.8.1 Descriptive Statistic                        | 44    |  |
| 4.8.2 Correlation Analysis                         | 44    |  |
| 4.8.3 Regression Analysis                          | 45    |  |
| 4.9 Hypothesis Testing                             | 46    |  |
| 4.10 Chapter Summary                               | 46    |  |
| Chapter-5: Data Presentation and Analysis          | 47-61 |  |
| 5.1 Introduction                                   | 47    |  |
| 5.2 Analysis of Reliability of the Instruments     |       |  |
| 5.3 Data Presentation                              | 48    |  |

| 5.3.1 Personal Information                                       | 48    |
|------------------------------------------------------------------|-------|
| 5.3.1.1 Distribution of Organization                             | 48    |
| 5.3.1.2 Distribution of Gender                                   | 49    |
| 5.3.1.3 Distribution of Age                                      | 49    |
| 5.3.1.4 Distribution of Salary                                   | 49    |
| 5.3.1.5 Distribution of Length of Service                        | 50    |
| 5.3.1.6 Distribution of Education Qualification                  | 50    |
| 5.4 Research Data Presentation.                                  | 51    |
| 5.5 The First Objective of the Study                             | 51    |
| 5.5.1 Level of Health and safety                                 | 52    |
| 5.5.2 Level of work life balance                                 | 53    |
| 5.5.3 Level of Training and development                          | 53    |
| 5.5.4 Level of Autonomy                                          | 53    |
| 5.5.5 Level of Compensation benefits                             | 53    |
| 5.5.6 Level of Internal CSR                                      | 53    |
| 5.6 The Second Objective of the Study                            | 54    |
| 5.6.1 Level of overall satisfaction                              | 54    |
| 5.7 The third Objective of the Study                             | 54    |
| 5.7.1 Bivariate Analysis                                         | 54    |
| 5.7.2 Correlation Analysis                                       | 55    |
| 5.8 The Fourth Objective of the Study                            | 56    |
| 5.8.1 Regression Analysis                                        | 57    |
| 5.8.1.1 Regression Analysis for Internal CSR and overall satisfa | ction |
|                                                                  | 57    |
| 5.8.1.2 Influence of overall satisfaction towards Internal CSR   | 58    |

| 5.9   | Testing of Hypothesis                                                    | 59   |
|-------|--------------------------------------------------------------------------|------|
| 5.10  | Comparison of Internal CSR Practices between the organizations           | 61   |
| 5.11  | Comparison of Health and safety Practices between the organizations      | 61   |
| 5.12  | Comparison of Work life balance Practices between the organizations      | 62   |
| 5.13  | Comparison of Training and Development Practices between the             |      |
|       | organizations                                                            | 62   |
| 5.14  | Comparison of Autonomy Practices between the organizations               | 63   |
| 5.15  | Comparison of Compensation benefits Practices between the organizations. | 63   |
| 5.16  | Chapter Summary                                                          | 64   |
| Cha   | pter-6: Discussion and Finding 6                                         | 5-79 |
| 6.1Ir | ntroduction                                                              | 65   |
| 6.2 I | Discussions on Personal information                                      | 65   |
|       | 6.2.1 Organization                                                       | 65   |
|       | 6.2.2 Gender                                                             | 65   |
|       | 6.2.3 Age                                                                | 66   |
|       | 6.2.4 Salary of respondents                                              | 66   |
|       | 6.2.5 Length of service in organization                                  | 66   |
|       | 6.2.6 Education qualification                                            | 67   |
| 6.3   | Discussion on Research Information.                                      | 67   |
|       | 6.3.1 The first Objective of the Study                                   | 67   |
|       | 6.3.1.1 Level of Health and safety                                       | 67   |
|       | 6.3.1.2 Level of work Life Balance                                       | 68   |
|       | 6.3.1.3 Level of Training and development                                | 68   |
|       | 6.3.1.4 Level of Employee Autonomy                                       | 68   |
|       | 6.3.1.5 Level of Compensation benefits                                   | 69   |

| 6.4 The Second Objective of the Study                                        | 59    |
|------------------------------------------------------------------------------|-------|
| 6.4.1 Level of Employee overall satisfaction.                                | 70    |
| 6.5 The third Objective of the Study                                         | 70    |
| 6.6 The fourth Objective of the Study                                        | 72    |
| 6.6.1 The Impact of health and safety on overall satisfaction                | 72    |
| 6.6.2 The Impact of work life balance on overall satisfaction                | 73    |
| 6.6.3 The Impact of training and development on overall satisfaction         | 73    |
| 6.6.4 The Impact of Autonomy on overall satisfaction                         | 74    |
| 6.6.5 The Impact of compensation benefits on overall satisfaction            | 75    |
| 6.7 Testing of Hypothesis                                                    | 76    |
| 6.8 Comparison of Internal CSR Practices between the organizations           | 78    |
| 6.9 Comparison of Health and safety Practices between the organizations      | 78    |
| 6.10 Comparison of Work life balance Practices between the organizations     | 78    |
| 6.11 Comparison of Training and Development Practices between the            |       |
| Organization                                                                 | 78    |
| 6.12 Comparison of Autonomy Practices between the organizations              | 79    |
| 6.13 Comparison of Compensation benefits Practices between the organizations | 79    |
| 6.14 Chapter Summary                                                         | 79    |
| Chapter-6: Conclusions and Recommendation                                    | 30-84 |
| 7.1 Introduction                                                             | 80    |
| 7.2 Conclusions                                                              | 80    |
| 7.3 Recommendation of this study                                             | 82    |
| 7.4 Limitations                                                              | 83    |
| 7.5 Future Research Direction                                                |       |
| List of References                                                           | 85    |
| Annendix - Questionnaire                                                     | 98    |