

EMPLOYEE JOB SATISFACTION TOWARDS ORGANIZATIONAL CORPORATE SOCIAL RESPONSIBILITY PRACTICES AND ITS IMPLICATIONS: EVIDENCE FROM NEPAL TELECOM COMPANY LIMITED

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Abstract:

Nepal Telecom (NT) is one of the major Government companies that has been embracing CSR practices with the outbreak in Nepal. This study examines the relationship between CSR Initiatives and Employee Job Satisfaction (EJS) in the Company Nepal Telecom (NT). For that, Four Independents constructs such as work-life balance (WLB), internal recruitment & promotion (IRP), health & safety (HS), and development & training (DT) on the Dependent Variable - Employee Job Satisfaction (EJS) has been placed in the study framework. The study was accomplished by including a structured questionnaire survey on a sample of 210 Telecoms employees who answered the questionnaire using five-point Likert scale data. The impacted factors were investigated using a multiple regression model. Data were analyzed using EXCEL and SPSS software. The results indicate that three dimensions of CSR initiatives, more significantly, Internal recruitment & Promotion (IRP), Health & Safety (HS), and Development & Training (DT), were significantly positively influenced to employee job satisfaction. However, the Work-life Balance (WLB) of CSR Initiatives was insignificant to the employee job satisfaction. In short, it conveys for Nepal Telecom and entire Nepali organizations to improve their employee's job satisfaction by addressing the applicable CSR initiatives which have ever not been tested before.

Keywords: *CSR Initiatives, Nepali Companies, Employee Job Satisfaction, Nepal Telecom.*

INTRODUCTION

Corporate Social Responsibility (CSR) is a part of strategic concern in many organizations in Nepal. At earlier Banking, corporations were confused about the CSR policies (Wagle, 2020). Organizations offer moral policies and actions to increase workers' goodness and fit. Such enhance also upgrade their employee efficiency in everyday work. Ethical organizations are usually esteemed in society. Social caretaker companies are experienced in the first choice for their customers, employees, and society in general. Employees are responding organization's activities in a miscellany of ways (Valentine and Fleischman, 2008). Organizational commitment and job satisfaction are well interrelated. Perception of CSR impacts both employee satisfaction and organizational commitments (Asrar-UL-Haq, Kuchinke & Iqbal, 2016). Employee satisfaction simply means how satisfied employees are with their jobs. There are so many factors that influence employee satisfaction. The economist philosopher Abram Maslow introduced five human motivation factors: physiological, safety, love & belonging, esteem, and self-actualization. Satisfied employees keep them happy and an inbuilt organization for growth, commitment, and self engagement.

Nepal Telecom is only one of the governments owned corporations to provide telecommunication services in Nepal. The history of providing services is for more than 100 years. Since February 2004 the name of Nepal Telecom Company Limited was converted into a company as

Nepal Doorsanchar Company Limited; after that, the short name is Nepal Telecom (NT). Based on owning, 91.49 percent of investment is held by the Government of Nepal, 8.48 percent of the general public, and 0.03 percent of the Citizen Investment Trust (CIT). Among the companies listed on Nepal Stock Exchange Limited (NEPSE) based on stock market capitalization, this Company is in the first place.

The Government of Nepal has made CSR as mandating for an organization. In that movement, Since notable money has been spent on CSR by the Company over the years. However, employee satisfaction has not been tested in this movement yet. So, it is necessary to exploration to identify employee job satisfaction from an organization's CSR initiatives. In conclusion, the motivation of this study is to investigate the CSR practices and their implications in Nepal Telecom towards their employees what they were perceived.

REVIEW OF LITERATURE

Corporate Social Responsibility (CSR)

As indicated by the EU commission, Van Marrewijk (2003) introduced CSR as an idea whereby organizations incorporate social and environmental concerns in their business activities and their association with their stakeholders on a willful premise. CSR theory states its activity in three specific assumptions; corporations are part of society, profits are all that matters, and CSR is conditional. From the first statements, According to Carroll (1979), business encompasses

society's economic, legal, ethical, and discretionary expectations of an organization. According to the second assertion developed by Milton Friedman (1970), businesses have only one social responsibility: to use their resources and engage in activities that would raise their profits. In their third argument, Robertson and Nicholson (1996) feel that a certain amount of distortion may be unavoidable in the area of social responsibility. However, Moir's (2001) undecided view that regardless of whether a business ought to embrace CSR and the forms that responsibility should take, relies on the economic perspective of the firm which is adopted. By the above stages of development, it can be concluded that CSR is a broad subject it is hard to characterize due to the nature of the movement's vulnerability. From its principle, it comprises that CSR means sustainability, accountability, and transparency.

CSR AT NEPAL TELECOM

Nepal Telecom has confined its services to rural and highly remote areas of the country for development. iNT has already announced that the Company's philosophy was guided more by social responsibility towards national development rather than only its pure financial profitability. As a result, the Company has always prioritized and emphasized corporate social responsibility (CSR) activities better and better than in the past. Activities concern by the company on the basis of social goods and welfare. Some remarkable actions are have been caught during the earthquake. The Company provided free mobile call

services immediately after that disaster and received widespread sympathy nationally and internationally. The Company has continued different free calls programs, such as 100 for Nepal police, 101 for fire brigade, 102 for an ambulance, 103 for metropolitan traffic police, 104 for child search center, 105 and 106 for Nepal army, 1098 for CWIN helpline, 1111 for hello sarkar, 1114 for the armed police force and 1144 for Tourist police unit. Similarly, NT provided a free SMS service to broadcast mass information in different activities (Prasain, Gautam, & Shrestha, 2016). As of late, in this pandemic, NT company changed its usual caller ring-back tone (CRBT) with a message about the Covid-19' symptoms and specific safety measures that the public can adopt in this situation which is still in practice (Budhathoki, 2020).

JOB SATISFACTION

Job satisfaction is the assortment of feelings and convictions that individuals have about their current job. According to Olorunsola (2012), job satisfaction is related to individual sentiments of accomplishment. A person's evaluation of how much the job satisfies one's job values can cause a constructive emotional condition of satisfaction or differentiate contrary sentiment of dissatisfaction (Coomber and Barriball, 2007). Moreover, motivation drives individuals to their job satisfaction. Individuals can also have perspectives about different parts of their jobs, such as the kind of work they do, their co-workers, supervisors, or subordinates, and their pay (George and Jones 2008; Asrar-UL-

Haq et al. 2016). Velnampy (2008), in his examination of job attitude and employee performance, inferred that job satisfaction contains a constructive impact on the performance of the employees as it improves job inclusion, and the better performance also makes individuals feel more fulfilled and focused on the organization.

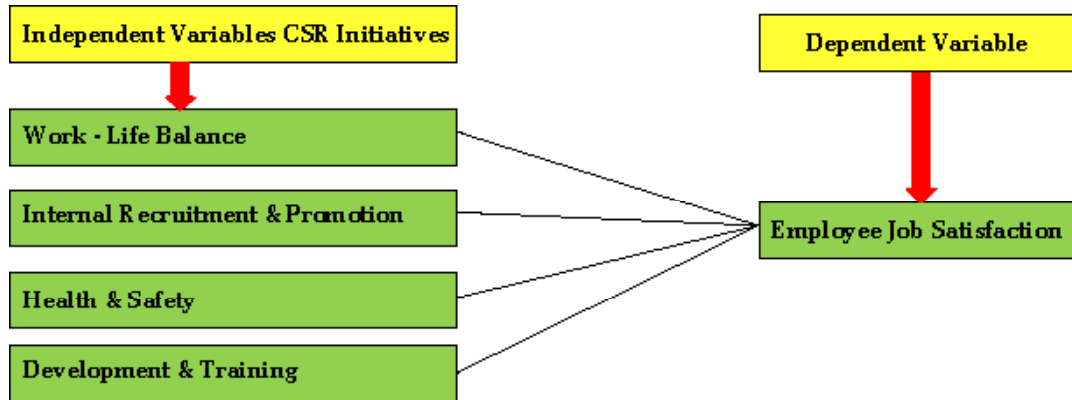
RELATIONSHIP BETWEEN CSR AND JOB SATISFACTION

According to Jones, Willness, and Madey (2010), CSR became a competitive business advantage in society. Its positive image could only retain and attract new employees as well as customers. Social identity theory indicated that stakeholders, including employees, felt connected as satisfied only from their positive discrimination about the organization's activities (Peterson, 2004). Bauman and Skitka (2012) distinguished four different psychological needs of employees: security, self-esteem, belongings, and meaningful existence with the Company, which can be essentially influenced by the Company's level of contribution in various CSR activities. The organizational association in CSR activities can decidedly support up the positive perceptions of workers towards their organization (Brown & Dacin, 1997). Various Studies indicated that CSR strategies of the Company have a significant impact on employee attitudes and behaviors (Barnett 2007). If the Company carries on in a socially responsible way, it might have a massive impact on employee commitment, satisfaction, trust, loyalty, and company image (Skudiene & Auruskeviciene, 2012). Gavin and

Maynard (1975) additionally clarified the significant relationship between the degree to which an organization fulfills its social obligations and the extent to which employees are satisfied with their job. Some other CSR literature also suggests that employees expectations from the organization to demonstrate social responsibility towards them by ensuring considerable rewards and acknowledgment, offering self-development opportunities and work-life balance, ensuring occupational health and safety, involvement and empowerment as well as good retirement benefits (Maignan, Ferrell & Ferrell 2005). That means a positive connection between the inclusion of organizations in social responsibility duty on attitudes and practices towards work, such as job satisfaction (Koh & Boo 2001; Valentine & Fleischman, 2008).

Employees' perspectives should be tested for long-term sustainability, which is necessary for NT Company also. Some Past studies have both positive and negative outcomes in different country's companies. For example, CSR and employee satisfaction have a significant positive relationship (Agler, 2013; Kim lee, 2010), but few have contradictory (Valentine and Fleischman, 2008). From the literature, there are some common dimensions to measure employees' satisfaction which are; i) health and safety, ii) Unions and bargaining rights, iii) Discrimination, iv) Work-life balance, and v) Sufficient wage, Etc. Based on this edge, the following conceptual framework has been developed.

CONCEPTUAL FRAMEWORK



Source: Developed by the researcher based on past literature

Objectives and Formulation of Hypothesis

The proposed conceptual model investigates the relationship between different CSR initiatives and employee job satisfaction in Nepal Telecom Company. More specially, it determines as follows:

1. To examine the relationship between work-life balance and employee job satisfaction.
2. To inspect the relationship between internal recruitment & promotion and employee job satisfaction.
3. To observe the relationship between health & safety and employee job satisfaction.
4. To analyze the relationship between development & training and employee job satisfaction.

This study formulates four hypotheses based on their relevance and constructs validity (Maignan et al., 2005; Tamm, Eamets, & Mõtsmees, 2010; Asrar-UL-Haq et al., 2016). The hypothesis proposes as follows;

H1: There is a significant impact of CSR initiatives between work-life balance and employee job satisfaction.

H2: There is a significant impact of CSR initiatives between internal recruitment & promotion and employee job satisfaction.

H3: There is a significant impact of CSR initiatives between health & safety and employee job satisfaction.

H4: there is a significant impact of CSR initiatives between development & training and employee job satisfaction.

RESEARCH METHODOLOGY

To fulfill the aim of this research, the descriptive research design has been used. A total population is the total number of employees working in Nepal telecom company (N=14179) at the end of (2018/19). Among the population, 1000 employees were considered a sampling frame randomly and sent questionnaire links (google docs) to their cell numbers through the Bulk SMS scheme. Out of the submitted 1000 questionnaires, only

210 employees were returned the duly filled form at the end of the given period. Data has been acquired from both primary and secondary sources. First-hand information was carried out from January to March 2020 to identifying employee satisfaction towards the Company's CSR initiative of Nepal telecom (NT) Company. The respondents received different employee categorized groups based on Sex, Age, Qualification, and Years of experience. Four Independent variables were considered to identify the satisfaction level of employees, such as; facilitation of work-life balance (WLB), internal recruitment and promotion (IRP), health and safety (HS), and development & training (DT) on five points Likert scale. The dependent variable was Employee Job Satisfaction (EJS). Cronbach's alpha was measured to check the reliability and validity of a questionnaire construct. All collected data were manually checked for completeness and consistency. After that, data was entered in EXCEL and Statistical Package for Social Sciences (SPSS) software. Besides this, to describe the characteristics of respondents, descriptive statistics (frequency, percentage), and to measure the significant impact on employee job satisfaction, inferential statistics, i.e., multiple regression analysis, has been conducted.

RESULTS AND DISCUSSIONS

For internal reliability, as well as consistency of the questionnaire, Cronbach's Alpha has been tested. The result has been shown below.

Table 1 Reliability Test

CSR Initiatives Constructs	Cronbach's Alpha (Composite Reliability)
Work-Life Balance (WLB)	0.697
Internal Recruitment & Promotion (IRP)	0.646
Health & Safety (HS)	0.647
Development & Training (DT)	0.650
Employee Job Satisfaction (EJS)	0.622

Source: Questionnaire survey, 2020

Above table 1 shows the reliability test for the dependent and independent variables. A reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations. However, some studies considered alpha 0.60 an acceptable value (Gerrard, Cunningham, & Devlin 2006, as cited in Raihan and Karim, 2017). So in this research, the value of the above outcome is closer to a standard level. Thus, the item measuring the variables is considered acceptable so, it can conclude that each dimension Cronbach's value was valid as well reliable.

Table 2 Demographic Characteristics of Respondents (N = 210)

Sex	Freq.	%	Cumulative Percentage
Male	166	79.05	
Female	44	20.95	100
Age Group			
18-30 Years	34	16.19	
31-45 Years	132	62.86	
46-60 Years	44	20.95	100

Qualification			
Below Intermediate	49	23.34	
Graduation	131	62.38	
Post Graduation	30	14.28	100
Working Experience			
Less than five years	21	10.00	
5 to 10 Years	79	37.62	
More than 10 Years	110	52.38	100

Source: Questionnaire survey, 2020

Above table 2 states the characteristics of respondents in Nepal Telecom. Out of 210 respondents, 79.05 percent were male, while 20.95 percent were female. Three categories of respondents' age group were from 31-45 years, which indicates 62.86 percent, and the minimum age group was 16.19 percent from 18-30 years. Likewise, as per the qualification, 62.38 percent of respondents have graduation level while 14.28 percent have post-graduation level. At last, 52.38 percent of respondents have work experience in the same institution for more than ten years, while 10 percent of employees worked with less than five years of experience.

On the contrary, Suher (2017) reported that from Turkish employees, 61 percent were female in gender. In contrast, most respondents, 74 percent, were from the age group 25-35 years, and almost 30 percent of employees had work experience less than two years. In comparison, 10 percent of employees have more than ten years of working experience.

Multiple Regression Analysis

According to statistics solution, Multiple linear regression is the most common form of regression analysis. It describes data and explains the impact and relationship between one dependent variable and two or more independent variables. This study has employed such analysis to determine the impact of Nepal telecom employees' CSR initiatives and job satisfaction. This method is also appropriate to test the directional hypothesis of Raihan and Karim (2017). The equation of multiple linear regression analysis of this has been provided below. It will determine how strongly the employee's job satisfaction will be affected by the Company's CSR initiative.

$$(EJS) = \alpha + \beta_1 (WLB) + \beta_2 (IRP) + \beta_3 (HS) + \beta_4 (DT) + \epsilon$$

Table 3 Regression Analysis

Model	bi	t	p-value	VIF	Hypotheses Testing
(Constant)	0.666	2.149	0.033		
WLB (H1)	-0.025	-0.403	0.687	1.170	Not Supported
IRP (H2)	0.240	3.809	0.000	1.223	Supported
HS (H3)	0.204	3.211	0.002	1.245	Supported
DT (H4)	0.349	5.669	0.000	1.167	Supported
R-square	0.336				
F-value	25.890				

Source: Questionnaire survey, 2020

Table 3 observed that the coefficient of determination, i.e., R-Square value is 0.336, represents 33.6 percent of the variation in the dependent variable, i.e., Employee Job Satisfaction is accounted by the combined impact of independent variables, i.e., CSR Initiative. It shows the higher significant situation among the variables. Likewise, the F-value of 25.890 is significant at

the level of 5 percent, i.e. ($p < 0.05$). It indicates the statistically strong significant association in the overall model, which was reasonable to fit. In addition, To verify the degree of correlation between the independent variables, whether that is high or not, multicollinearity has been checked. Hair, Black, Babin & Anderson (2010) suggested that variance inflation factor (VIF) value of 10 or above shows high multicollinearity. Outcomes prove in this research that there was no possibility of multicollinearity. Moreover, (bi) the beta coefficients indicate how and to what extent CSR initiatives such as WLB, IRP, HS, and DT influence employee job satisfaction (EJS). It has been found that, CSR initiative on work-life balance (WLB) is only insignificant among the variables which details value ($\beta = -0.025$, $t = -0.403$, $p = 0.687$ i.e. < 0.05 , $VIF = 1.170$). Here, the Negative value ($\beta = -0.025$) indicates the inverse relationship between the Work-Life Balance and Employee Job Satisfaction; a similar impact justified by t ($t = -0.403$) value as well $p = 0.687$ ($p < 0.05$) value which is higher than 95 percent significant levels. In such conditions, WLB of CSR initiation does not boost employee job satisfaction, so the alternative 1 hypothesis H1 is not supported, i.e., rejected based on the p -value. On the other hand, a CSR initiative on Internal Recruitment & Promotion ($\beta = 0.240$, $t = 3.809$, $p = 0.000$ i.e. < 0.05 , $VIF = 1.223$), CSR initiative on Health & Safety ($\beta = 0.204$, $t = 3.211$, $p = 0.002$ i.e. < 0.05 , $VIF = 1.245$) and CSR initiative on Development & Training ($\beta = 0.349$, $t = 5.669$, $p = 0.000$ i.e. < 0.05 , $VIF = 1.167$)

indicates significantly related to the employee job satisfaction that the alternative 2,3 and 4 with Hypothesis H2, H3 and H4 all were supported means i.e. accepted on the basis of p -value. Based on the outcomes, the multiple linear equations are:

$$\text{Employee Job Satisfaction (EJS)} = \alpha + \beta_1 (\text{WLB}) + \beta_2 (\text{IRP}) + \beta_3 (\text{HS}) + \beta_4 (\text{DT}) + \varepsilon$$

$$= 0.666 + (-0.025 * \text{WLB}) + (0.240 * \text{IRP}) + (0.204 * \text{HS}) + (0.349 * \text{DT}) + \varepsilon$$

In the same line of study, Suher's (2017) result concluded that CSR activities positively affect employee satisfaction and loyalty. Attia & Hussein (n.d.) investigated that all internal CSR dimensions are significantly positively related to employee satisfaction. However, in Vietnam, Ngayen, Tran, Do & Tran (2020) examined the impacts of CSR on an employee on business performance have two outcomes; employee engagement has a positive impact while employee opportunistic behaviors have a positive-negative impact. Likewise, Asrar-UL-Haq et al. (2016) from Pakistan reported that CSR has a significant relationship with job satisfaction & organizational commitment. However, some components of CSR were insignificant. Raihan and Al Karim (2017) from Bangladesh investigated CSR and job satisfaction based on Carroll's (1979) four CSR dimensions. The result indicated that CSR's philanthropic and ethical domain has the most significant influence on employee satisfaction, whereas legal has moderate and economic has less impact on employee satisfaction. Finally, Valentine and

Fleischman (2008) identified that CSR mediates the positive relationship between ethics code/training and job satisfaction. Most of the discussion concluded that a good inclination of CSR could be seen in the employee's job satisfaction.

CONCLUSIONS AND IMPLICATIONS

Employees are essential stakeholders in an organization to make an institution successful. Corporate Social Responsibility is one of the waves shown in business society that is not enough in developing countries, including Nepal. Therefore, it is necessary to testify whether CSR impacts employee job satisfaction in a big, government-owned company like Nepal Telecom. The Company (NT) announced that CSR activities were in priority from the establishment. The Company contributes a massive amount to CSR funds and conducts various activities in the social sector.

Four hypotheses have been investigated from the regression analysis. The result shows that most respondents from the male gender and young matured aged with having graduated and worked for a long time in Nepal telecom. Likewise, out of four hypotheses, Development and Training (DT), Health and Safety (HS), and Internal Recruitment and Placement (IRP) have a significant positive impact on Employee's Job Satisfaction (EJS). However, Work-Life Balance (WLB) has an insignificant negative impact on Employee Job Satisfaction. Finally, it concluded that, except for Hypothesis 1, all were accepted.

This investigation may create a positive influence on their employees, which motivates them to do work harder. Moreover, it provides a positive message to the Company's policymaker, relating what they are doing and what is remaining. Based on this fact, this study will be more related to many organizations that need to improve CSR-related activities in the days to come. Furthermore, the employees who perceived CSR successfully transformed their social activities more in society and their personal lives.

Lastly, the study on employee job satisfaction does not limit only the CSR initiative constructs used in this study. However, other than this CSR aspect of employee job satisfaction should be explored in the future.

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