DOES CORPORATE SOCIAL RESPONSIBILITY
AFFECTS EMPLOYEES' QUALITY OF WORK LIFE?
A STUDY ON MALAYSIAN SERVICE FIRMS

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DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

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DEDICATION

This dissertation is dedicated to:

Our supervisor,

Ms. Lee Voon Hsien

Who guided us throughout this research.

UTAR,

For giving us the opportunity to conduct this research project.

AND

Families and friends,

For their love and support.

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LIST OF ABBREVIATIONS

AC	Affirmative Commitment
ANOVA	Analysis of Variance
CC	Continuance Commitment
CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
DV	Dependent Variable
EFA	Exploratory factor analysis
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
HRM	Human Resource Management
IV	Independent Variable
MATRADE	Malaysia External Trade Development Corporation
MLR	Multiple Linear Regression
NC	Normative Commitment
OC	Organizational Commitment
PMCC	Pearson Product-moment Correlation Coefficient
PRC	People's Republic of China
QWL	Quality of Work Life
SD	Standard Deviation
SIT	Social Identity Theory
SME	Small and Medium Entity
VIF	Variation Inflation Factor

PREFACE

This research project is carried out in order to fulfill the requirement for Bachelor of Commerce (Hons) Accounting. This final year project is completed by the authors based on other conducted researches which were quoted as references.

The title of this research project is "Does Corporate Social Responsibility Affects Employees' Quality of Work Life? A Study on Malaysian Service Firms". Many past researchers only conducted external corporate social responsibility towards employees. They rarely focus on internal corporate social responsibility in Malaysia. Hence, we were driven to carry out this research.

This study will enhance students' understanding and knowledge towards employees' quality of work life in Malaysian service firms.

ABSTRACT

Corporate Social Responsibility (CSR) has increasingly gain prominence over the years. While many studies investigated the external effect of CSR, this study seeks to identify the correlation between internal CSR practices and employees' quality of work life (QWL). More specifically, this study examines the effect of work life balance, training and education, health and safety, human rights and workplace diversity on employees' QWL. Service firms in Malaysia were selected as the target population for this study. Primary data were collected by distributing survey questionnaires to 259 managers from Malaysian service firms by hand and through email. All the items in the survey questionnaire were measured using a seven-point Likert scale. Multiple regression analysis and Pearson's Product Moment Correlation Coefficient (PMCC) were used to test the data gathered. The outcome of this study is that all the five internal CSR practices are positively correlated with employees' QWL. The result of this study could contribute to researches by filling up the research gap and provide base for future researches as most of the past studies focused on external CSR instead of internal CSR. Besides, this study serves as a reference to managers from service industry to have a better understanding on the importance of CSR practices and its contribution towards the employees' QWL. Lastly, managers could also obtain ideas on ways to resolve QWL issues in their companies in order to attract and retain top talents.

CHAPTER 1: INTRODUCTION

1.1 Background of Study

Corporate Social Responsibility (CSR) has increasingly gain prominence over the years (Rexhepi, Kurtishi, & Bexheti, 2013) and recently it has become an important factor to be considered by both businesses and academics (Lee, Song, Lee, Lee, & Bernhard, 2013). This can be proven by increasing numbers of CSR report being issued under Global Reporting Initiative (GRI) (Global Reporting Initiative, n.d.). GRI is an international nonprofit organization that encourages organizations to involve in sustainability reporting in order to be sustainable and contribute to sustainable development. 2679 CSR reports were issued under GRI from 2010 to 2013, as compared to 1072 CSR reports issued under GRI from 2006 to 2009 (Global Reporting Initiative, n.d.).

Different researchers defined CSR differently (Sweeney & Coughlan, 2008). There is no consensus on the definition of CSR (Fu, Ye, & Law, 2014). According to Bowen (1953), as cited in Albdour and Altarawneh (2012), Lee et al. (2013), and Lee, Kim, Lee, and Li (2012) CSR refers to the obligation of a company to make decisions, comply with policies or perform actions that conform to the objectives and values of the society. Other researchers, McWilliams and Siegel (2001) stated that CSR are the actions that are deemed to be socially good to the society, which are beyond the interests of the company and what is required by the law. CSR is also defined as a company's effort in improving the well-being of the society through contribution of the company's resources and discretionary business practices by Kotler and Lee (2005).

CSR is a strategy employed by many firms to achieve competitive advantages (Lee et al., 2013). Likely benefit that CSR can bring to a company is by enhancing the corporate image and reputation (Carroll & Shabana, 2010), resulting in improved company's competitiveness and higher revenue (Weber, 2008). CSR can also contribute in the recruitment and retention of highly skilled employees (Farndale, Scullion, & Sparrow, 2010). CSR may affect employees' attitude towards the company by creating a perception that the company is a desirable workplace (Lee et al. 2012). This will enhance the employees' job satisfaction and organizational commitment (Thang, 2012), which will lead to greater productivity (Tuzzolino & Armandi, 1981) and low employee absenteeism (Yang, 2010).

Organizations exercise CSR towards employees as employees are always described as the most valuable stakeholder in a company (Mishra & Suar, 2010) especially for service industry (Arasli, Daskin, & Saydam, 2014). This is because the success of service firms depends on employees as their well being determines the job performance (Bowling, 2007) and quality of products and services offered to customers (Lee et al., 2012). Therefore, service industry is chosen as the population of this study. Service industry is also important to Malaysia as it contributes 54.6% of Gross Domestic Product (GDP) in 2012 (Department of Statistics, 2013). Besides, Malaysian government aimed to increase service industry's GDP share to 61% by 2015 as stated in 10th Malaysia Plan (Economic Planning Unit, 2010).

1.2 Problem Statement

In the era of new knowledge economy, the role that employees play in service industry is more valuable than before (Chen, Wang, & Chu, 2010). However, AlBattat and Som (2013) stated that the critical issue in Malaysian service industry is job dissatisfaction among employees which is mainly caused by low salaries and uncomfortable working environment. According to Turker (2009), both of the factors are internal CSR because they are directly related to the psychological and physical working environment of employees. Malaysian service industry also experiences a talent crunch and high employee attrition rates due to deficiencies and shortage of workforce (Ho, Downe, & Loke, 2010). Another study stated that Malaysian service industry has faced difficulties in retaining top talent in the companies (Downe, Loke, Ho, & Taiwo, 2012).

According to Albdour and Altarawneh (2012), internal CSR affects employee engagement, job engagement and organizational engagement positively and significantly. Keraita, Oloko, and Elijah (2013) stated that all the elements of internal CSR have positive relationship with employee commitment. Similarly, the employees' quality of work life (QWL) in the private sector of Nigeria is positively affected by CSR activities (Tongo, 2015).

However, most of the past studies focused more on external CSR instead of internal CSR (Cornelius, Todres, Janjuha-Jivraj, Woods, & Wallace, 2008). Maignan and Ferrel, (2001) and Matten, Crane, and Chapple (2003) stated that many researchers are unclear about the concept of internal CSR as most of past researchers have a narrow view on CSR. They tend to examine only the causes of CSR and philanthropic CSR (Keraita et al, 2013). As a result, faulty conclusions on the impact of CSR were made without understanding its effect on employees' behavior and attitude (Keraita et al, 2013). Besides, many past academic literatures examined the beneficial effects of CSR towards employees by measuring the financial benefits (Mishra & Suar, 2010) but not in terms of QWL.

1.3 Research Objectives & Research Questions

This study investigates whether internal CSR influences employees' QWL. More specifically, this study examines the effects of work life balance, training and education, health and safety, human rights and workplace diversification on Malaysian service firms' employees' QWL. Will internal CSR influences employees' QWL? Do work life balance, training and education, health and safety, human rights and workplace diversification have an impact on Malaysian service firms' employees' QWL?

1.4 Significance of Study

Theoritically, this study aims to benefit future researchers by extending the knowledge in the area of internal CSR by determining how it affects employees QWL as most of the past studies focused more on external CSR (Cornelius et al., 2008). Therefore, it is hoped that this study can provide base for researches to conduct their future research. This study also aspires to contribute in constructing a fix model of internal CSR. It is hope that the R-square of this study would be high so that the independent variables (IV) are sufficient to explain the dependent variable (DV). In this way, the internal CSR practices adopted as IVs of this study could be able to contribute in developing a fix internal CSR model.

This study hopes to contribute to managers within service industry in Malaysia by increasing their awareness towards the interrelatedness of internal CSR and employees' QWL. Managers may know which internal CSR practices are able to increase employees' QWL based on the result generated and integrate the internal CSR practices into the company's policies and procedures. By implementing the right internal CSR practices, the chances that QWL issues will occur in the company may be reduced.

1.5 Outline of Study

This research article is divided into five chapters. The first chapter covers the background of study, problem statement, research objectives and significance of study. The second chapter presents the literature review on internal CSR, employees' QWL and the relationship between both the variables. This will be followed by methodology of this study that describes the research design, population sample and sampling procedures, variables and measurements, data collection method and data analysis technique. The next chapter presents the results of the study and detailed interpretation on the results. This article will close with the summary and discussion of result, theoretical and practical implications, limitations and recommendation as well as the conclusion.

CHAPTER 2: LITERATURE REVIEW

2.1 Theoretical Foundation

Social identity theory (SIT) is a framework applied in this study and was developed by Tajfel and Turner in year 1985 (Ashforth & Mael, 1989). This theory describes the mechanism for an individual to decide where he or she belongs to after the comparison between the member in-group and other groups (Hogg, 2001).

The initial elements of SIT which includes social, largely intergroup and perception that may contribute to the interaction between people are insufficient to describe the mechanism (Hogg, 2001). Thus, Tajfel included self-conceptualization element in the intergroup context to show how an individual creates and defines the place he or she owned in the society (Hogg, 2001). After that, J. C. Turner added an element known as social categorization to make the theory more applicable (Hogg, 2001).

SIT has been used in many areas such as the effects of CSR on consumer behavior (Marin, Ruiz, & Rubio, 2009). It has also been used to understand the dynamics of longstanding family business (Schmidts & Shepherd, 2013). Glavas and Godwin (2012) also applied SIT to investigate the impacts of CSR on employee organization identification.

SIT is subdivided into social categorization, self-esteem and social comparison (Trepte, 2006). Social categorization describes the process of social categorization in a cognitive basic (Hogg & Terry, 2000). Self-esteem is referring to the self-image satisfaction among members of the group and is affected by the belief of that membership (Tsademir, 2011). Social comparison means that members with a similar value will categorize themselves as one (in-group) or individuals with different characteristics from the others will form two distinct groups (out-group) (Stets & Burke, 2000).

In SIT, one must first recognize himself or herself as a group member before making comparison between in-group and out-group (social categorization) (Tsademir, 2011). Later on, he or she can use out-group for social comparison to enhance positive in-group salience and self-esteem (Tsademir, 2011). As a result, a positive social identity can be achieved (Tsademir, 2011).

Self-esteem component was applied in this study. As stated by Bashir, Hassan, and Cheema (2012), companies with good reputation will enhance employees' self-esteem. Hence, companies performing internal CSR practices would be perceived as highly prestigious by their employees and they would be proud working in a socially responsible company that contributes to social welfare. It will increase employees' loyalty towards the company. It is also important for employees to develop social identity.

2.2 Review of Prior Empirical Studies

2.2.1 Internal CSR

Table 2.1: Definitions of internal CSR

Definitions	Citation
Defined as CSR that is closely related to the psychological and physical environment of employees.	(Turker 2009)
Defined as the involvement of all the departments in a company to carry out social action programmes by focusing on work life balance and social benefits of employees.	(Murillo & Lozano, 2006)
Defined as the conduct of a firm in ensuring its employees' welfare by having an environment that is conducive to work.	(Turker, 2009)

Source: Developed for the research

The definitions of internal CSR are provided in table 2.1. The IVs adopted for this study are internal CSR practices which include work life balance, training and education, human rights, health and safety and workplace diversity. The first reason of selecting these practices is these five dimensions are the fundamental dimensions often used by researchers in their studies (Al-bdour, Nasruddin, & Lin , 2010).

The second reason is these five dimensions are independent and do not overlap with each other (Al-bdour et al., 2010). The overlaps between the IVs will cause some problems when analyzing the data such as multicollinearity problem (Al-bdour et al., 2010). Thus, to avoid the problems from occurring when analyzing the data, these five dimensions are selected as the IVs in this study so as to obtain accurate results.

The third reason is the studies conducted in Malaysia rarely focus on these five dimensions of internal CSR. Most of the studies conducted in Malaysia merely focus on the CSR as a whole which can be seen in the studies conducted by Abdullah and Rashid (2012) and Hossain, Siwar, Jani, and Bhuiyan (2013).

The fourth reason of selecting these five practices is these are the drivers the company can adopt to increase employee engagement and commitment according to Foley and Maunders (1977) as well as Eweje and Bentley (2006) as cited in Santoso (2014). The employees who are engaged and committed to the organizations are very important for a company to be sustainable in the business world. Employees who are highly engaged to the company would perform better and less likely to leave the company voluntarily as compared to the employees who are less engaged to the company (Ramsay & Finney, 2006; as cited in Santoso, 2014). Engaged and committed employees would satisfy with their job and feel proud for being a part of the company. They would perform well in the company and drives the organization to be successful (Santoso, 2014). Therefore, these five internal CSR practices are selected in this study as these practices would improve the employees' QWL and thus ensuring the good performance of organizations.

2.2.2 Quality of Work Life (QWL)

Table 2.2: Components of QWL

Components	Definitions	Citation
Organizational Trust	- Defined as the willingness of employees to be vulnerable to the expected actions of the organization regardless of controlling or monitoring ability of the employees.	(Mayer, Davis, & Schoorman, 1995; as cited in Lee et al., 2012)
	- Defined as expectation of employees on the connection of organizational relationships and behaviors.	(Shockley-Zalabak, Ellis, & Winograd, 2000)
	- Defined as the expectancy of result that will be caused by an expected action of an organization in an uncertain situation.	(Bhattacharya, Devinney, & Pillutla, 1998)
Organizational Commitment	- Defined as an enduring desire to maintain a valued relationship.	(Moorman, Zaltmen, & Deshpande, 1992; as cited in Lee et al., 2012)
	- Defined as employees' attempt to achieve organization's objective that leads to goal congruence between employees and organization.	(Alimohammadi & Neyshabor, 2013)
	- Defined as a psychological state that links employees to the organization.	(Allen & Meyer, 1990)
Job Engagement	- Defined as the psychological state of employees that affect the harnessing of employees towards their work roles.	(Kahn, 1990; as cited in Ferreira & de Oliveira, 2014)
	- Defined as a state of work-related well-being of employees that is positive, satisfying and motivating.	(Bakker & Schaufeli, 2008)
Job Satisfaction	- Defined as appraisal of employees' job performance that will lead to a positive affective and pleasure state.	(Locke, 1976; as cited in Lee et al., 2013)
	- Defined as the multidimensional positive attitude of an employee towards working environment that enhances QWL.	(Ahmad, 2013)

Source: Developed for the research

Table 2.2 shows the four components of QWL selected for this study, namely organizational trust, organizational commitment, job engagement and job satisfaction. Definitions of each component are provided in the table.

2.2.3 Work Life Balance

Table 2.3: Definitions of work life balance

Definitions	Citation
Refers to the level at which the employee is able to meet the demand of his or her job and personal life comfortably and equally.	(Devi & Nagini, 2013)
Refers to the situation whereby the responsibilities at home and at work are maintained at the balance level from the employee perspective.	(Yadav & Dabhade, 2013)
Refers to the ability of employees to have a control over the time, place and the way they work and it is attained when an employee's right to have a satisfactory life inside and outside paid work is recognized as a norm to the joint benefit of the individual, business and society.	(Employers and Work-Life Balance, 2007; as cited in Wong & Ko, 2009)

Source: Developed for the research

Table 2.3 states the definitions of work life balance. The past research studies conducted on work life balance and QWL are described as follow.

Devi and Nagini (2013) had conducted a study to determine the relationship between the work life balance and job satisfaction of employees and the results showed that a significant and positive relationship exists between them. This study was conducted on 103 employees from private sector banks in Vijayawada. Correlation analysis was used to analyze the data collected.

Similar result was found in a study conducted by ProtusKiprop, Kemboi and Mutai (2015) which aimed to analyze the relationship between work life balance and job satisfaction. Work life balance has positive and significant relationship on job satisfaction. To obtain a sample size of 165 employees in commercial banks in Kenya, stratified and random sampling technique was used. Multiple linear regression was used in this study to analyze the data collected.

A study conducted by Albdour and Altarawneh (2012) revealed that work life balance has a positive and significant relationship with job engagement and organizational engagement. The study was carried out on frontline employees working in the banking sector of Jordan. 294 usable data collected through survey questionnaires were tested by using multiple regressions analysis.

Yadav and Dabhade (2013) had also conducted a study which attempted to investigate the effects of work life balance among the working women in state bank of India. The target respondents were women employees working in city head office and other selected branches of State bank of India in Bhopal city and 100 women employees were selected for this study. The authenticity of the data collected from the respondents was tested using the chi-square test. The results indicated that high quality of work life balance improves job satisfaction among working women.

Another study conducted by Keraita et al. (2013) demonstrated that work life balance has positive and significant impact on employee commitment. 90 sets of questionnaires were distributed to frontline employees from banking sector in Kenya and only 45 sets of questionnaires were usable in this research. To analyze the relationships between IV and DV, multiple regression analysis was adopted. Hypotheses were tested using Z-statistics and Analysis of Variance (ANOVA) was adopted to conduct F-test.

2.2.4 Training and Education

Table 2.4: Definitions of training and education

Definitions	Citation
Training: Refers to the process of teaching a person the way of performing a task, while education helps a person in thinking how to perform the task	(Popenta, 2014)
Training: Refers to the process of helping an individual in applying the professional knowledge immediately after learning. Education: Refers to the process of helping an individual in obtaining general knowledge through long-term training.	(Juang, Lin, & Kao, 2007)
Training and education: Refers to effort that enables employees to widen their skills and knowledge in order to achieve greater teamwork and personal growth and development.	(Jun, Cai, & Shin, 2006)

Source: Developed for the research

The definitions of training and education are presented in table 2.4. Past research studies carried out on training and education with QWL are stated as follow.

A study conducted by Al-bdour et al. (2010) showed that training and education has positive and significant correlation with organizational commitment. 294 usable data were collected through questionnaires distributed to frontline employees from Jordon's banking sector. The results were generated by using multiple regression analysis.

The association between training and employee commitment was found to be insignificant in the study carried out by Keraita et al. (2013). Questionnaires were distributed to frontline employees from banking sector in Kenya. As Keraita et al. (2013) claimed that a sample size of 30 is considered large, only 45 usable data was collected in this study. Multiple linear regression analysis was used to analyze the relationship between IV and DV. ANOVA was adopted to conduct F-test while hypotheses were tested using Z-statistic.

Another study conducted Kabak, Sen, Gocer, Kucuksoylemez, and Tuncer (2014) revealed that training and education affects job satisfaction significantly. The study was conducted on employees from small and medium entities (SMEs) in Turkish's service industry by using questionnaire survey method. Exploratory factor analysis (EFA), correlation analysis and independent sample t-test were used to test the data.

Education was found to exert a positive and significant impact on job satisfaction in the study conducted by Pasaoglu and Tonus (2014). Survey questionnaires were distributed to 264 blue and white-collar human resources from five private hospitals in Eskisehir Province to collect the data. The data were then tested by using factor, correlation and multiple regression analysis as well as ANOVA.

Budria (2012) carried a research to study the effect of employer-provided training on job satisfaction. 17,632 observation used as the data in this study was extracted from the 1994–2001 waves of the Spanish sample of the European Community Household Panel. The result generated from Ordered Probit proved that employer-provided training is positively related to job satisfaction.

2.2.5 Health and Safety

Table 2.5: Definitions of health and safety

Definitions	Citation
Refers to a program and policy intended to establish a healthy working environment emphasizing on prevention, assessment and treatment of health and safety issues.	(Aldana, 2001; as cited in Grawitch, Trares, & Kohler, 2007)
Refers to a physical working condition that emphasizes on safety, well being of the women and children and reduction of risk of illness.	(Kobranorouzian, Khosrownorouzian, & Hosseindoolatdost, 2014)
Refers to healthy employees without intensive stress feeling in job environment and actions performed to prevent accidents or diseases in the workplace.	(Kilic & Selvi, 2009)

Source: Developed for the research

Table 2.5 illustrates the definitions of health and safety. The past research studies conducted on health and safety with QWL are expressed as follow.

Grawitch et al. (2007) conducted a study on satisfaction with healthy workplace practices would be predictive of other employee outcome. The data was gathered from 78 faculty and 74 staffs of a Midwestern university via web survey. The result generated from multiple regression analysis showed that satisfaction with the health policy was correlated with employees' organizational commitment and emotional exhaustion.

Similar result was found in Kilic and Selvi (2009) work which was oriented to associate the health and safety risk factors experienced by workers from different departments with their job satisfaction. It showed that these two variables were in an inverse relationship. Correlation and regression analysis were used to generate the results. The target respondents were 204 employees from eight five-star hotels in the Istanbul Region.

Health and safety policy is found to have a positive connection with employees' job satisfaction and organizational commitment in Hadjimanolis and Boustras (2013) study. This result was generated via hierarchical, multiple regressions tested on the data gathered from distributed questionnaires to 270 employees from various services and manufacturing companies.

Organizational health and safety was also hypothesized as positively associated with employees' job satisfaction in Yusuf, Eliyana, and Sari work (2012). This hypothesis was tested by using coefficient determination and critical ratio on 50 randomly sampled employees from a population of 250 employees from an Indonesian furniture company's production department. The output supported that the implementation of organization health and safety policy increases employees' job satisfaction.

In Santoso (2014) work, questionnaires were distributed to 90 employees of hotel industry in Subaraya, Indonesia to test the impact of health and safety on employee engagement and affective commitment. The result generated from 90 usable data by multiple regressions supported the hypothesis that health and safety have a positive and significant effect on employee engagement and affective commitment.

2.2.6 Human Rights

Table 2.6: Definitions of human rights

Definitions	Citation
Refers to a company's effort in managing the basic rights and freedoms which are entitled to the employees based on the intrinsic dignity of every employee.	(Avery, 2006; as cited in Cheruiyot & Maru, 2014)
Refers to the rights in statues, right to form labour unions and bargain collectively, right not to be discriminated and right to workplace safety and health.	(Gross, 2012)
Refers to the basic natural rights that is unchangeable and belongs to all human beings where workers rights includes human rights and some additional rights to ensure a safe, secured and dignified work.	(United Nations, 1948; as cited in Ahmed & Peerlings, 2009)

Source: Developed for the research

Table 2.6 shows the definitions of human rights. The past research studies carried out on human rights and QWL are discussed as follow.

Corporate human rights responsibility was found to have a significant effect on employees' job outcomes in the study carried out by Cheruiyot and Maru (2014). Survey questionnaires were distributed to 450 employees from three largest horticultural exporters in Kenya and multiple regressions was used to analyze the data.

Al-bdour et al. (2010) had carried out a study to evaluate the relationship of internal CSR practices with organizational commitment on frontline employees from banking sector in Jordan. Multiple regression analysis was used to test the 294 usable data collected via survey questionnaires distributed to banks during working hours. The findings showed that human rights has positive significant relationship with both affective and normative commitment but no relationship with continuance commitment.

A study was conducted by Albdour and Altarawneh (2012) to determine the impact of human rights on job engagement and organizational engagement. The study revealed that the human rights has a positive and significant relationship with job engagement and organizational engagement. 294 usable surveys collected from frontline employees from banking sector in Jordan were tested by using multiple regressions analysis.

Shen and Zhu (2011) conducted a study to investigate the effects of perceived SR-HRM on employee organizational commitment (OC) and collected 784 usable data from managers and employees in two large aluminium manufacturing companies in southwest People's Republic of China (PRC). The data was analyzed by hierarchical regression analyses and the results revealed that labour-related legal compliance HRM and general corporate social responsibility facilitation HRMs have a significant positive relationship with affirmative commitment (AC), continuance commitment (CC) and normative commitment (NC).

Santoso (2014) examined the impact of internal Corporate Social Responsibility namely training and education, health and safety, human rights, work-life balance and workplace diversity on employee engagement and affective commitment. The data was collected from 90 employees in XYZ Hotel Surabaya and analyzed by multiple regression analysis. The findings revealed that human rights has significant impact on employee engagement and affective commitment.

2.2.7 Workplace Diversity

Table 2.7: Definitions of workplace diversity

Definitions	Citation
Refers to the differences among employees in terms of qualities, beliefs, actions, values, age, gender, ethnicity and physical abilities.	(Buckingham, 2010)
Refers to the differences in perception, languages and attitudes and also the differences of knowledge, experience and skills of the employees.	(Jakob Lauring, 2009)
Refers to the differences that affect the way employees communicate and achieve organizational goals, rather than race and gender only.	(Hazard, 2004)

Source: Developed for the research

The definitions of workplace diversity are shown in table 2.7. The past research studies conducted on work life balance and QWL are explained as follow.

Workplace diversity was proven to have a positive and significant correlation with employee commitment in Keraita et al. (2013) study. Questionnaires were distributed to the frontline employees from banking sector in Kenya and 45 usable data was collected. The results were generated by using multiple linear regression analysis.

Another study carried out by Buckingham (2010) found out that there exist a positive relationship between workplace diversity and job satisfaction. The purpose of this study was to explore the relationship between employees' diversity awareness and job satisfaction. 139 usable survey samples were collected from full time employees from 500 companies within manufacturing industry through e-mail. Spearman's Rank Correlation Coefficient was used in this study.

Menassa (2007) had also conducted a study to test whether diversity climate affects job satisfaction and organization commitment. The hypothesis was tested by using Independent Regression Analysis and Sobel Z-test. The target respondents were employees of organization who are residing in Canada. There were total 311 usable survey samples collected via online. This study proved that organizations' diversity climates influenced employees' attitudes positively.

Furthermore, the study of Madera, Dawson, and Neal (2013) showed that perceived diversity climate is positively related to job satisfaction. The study tested whether perceived diversity climate relates positively with job satisfaction. 130 usable survey samples were collected from lodging and hotel managers which are from different location across the state of Texas by personal approach. The results in this study were generated by using multiple regression model.

A study conducted by Goyal and Shrivastava (2013) tested whether there is a positive association between organizational diversity climate and employee satisfaction. Self-administrated questionnaires were sent to professionals in IT sector in India through e-mail and 519 usable samples were collected. Pearson product-moment correlation coefficient (PMCC) was applied in this study and the results indicated that organizational diversity climate and employee satisfaction have a positive relationship.

2.3 Proposed Conceptual Framework/ Model

Figure 2.1: Model of the relationship between CSR and QWL
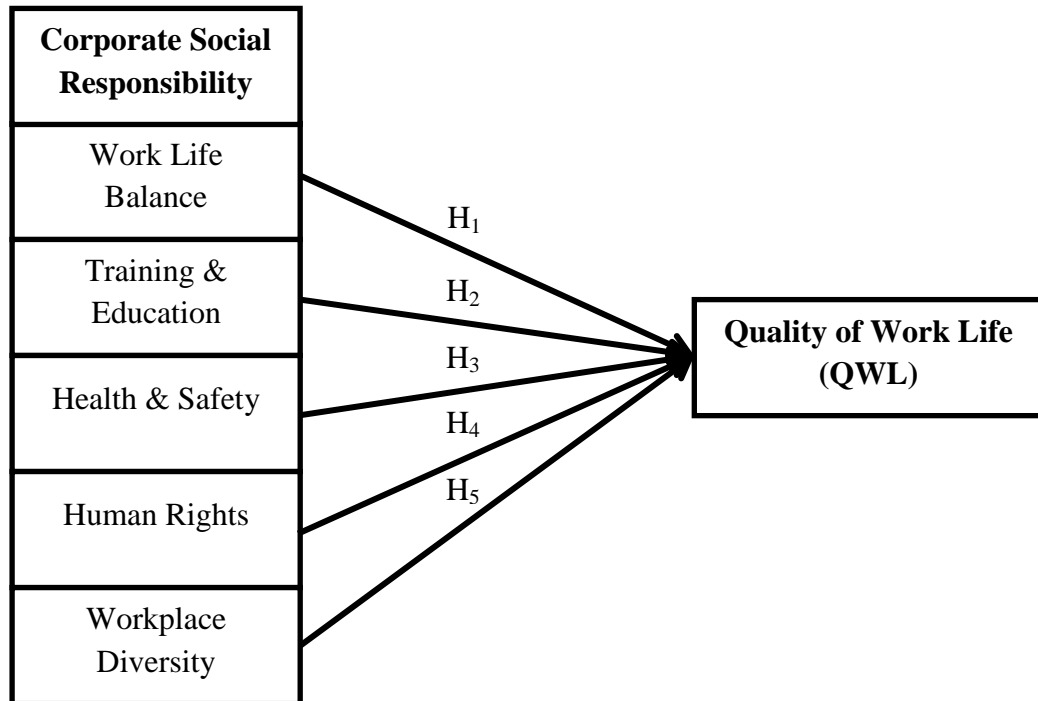
Adopted from: Al-bdour et al., 2010

Figure 2.1 shows the relationship between CSR and employees' QWL. The IVs of this study consist of five internal CSR practices, namely work life balance, training and education, health and safety, human rights and workplace diversity. The DV of this study is QWL.

2.4 Hypotheses Development

This study hypothesizes that:

H_1: Work life balance relates positively with employees' QWL.

H_2: Training and education relates positively with employees' QWL.

H_3: Health and safety relates positively with employees' QWL.

H_4: Human rights relates positively with employees' QWL.

H_5: Workplace diversity relates positively with employees' QWL.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

A quantitative research design was adopted to explore the connections between the internal CSR and QWL. Quantitative approach is used when the study begins with theory or hypothesis and to test the hypothesis according to Newman and Benz (1998). This approach enhances the objectivity in interpreting data (Keraita et al., 2013). Besides, highly reliable and valid data can be collected by using quantitative analysis (Al-bdour et al., 2010). Correlational study was used in this study to analyze the relationships between internal CSR practices and employees' QWL (Sekaran, 2003). In this study, survey methodology was used as it is an inexpensive yet a quick way of collecting data from the target population (Zikmund, 2003). It is also an efficient and accurate method of assessing information about the target population (Zikmund, 2003). This research adopted the cross sectional study. It studies a phenomenon at a specific time and the data was collected for only once (Mann, 2003). The target population for this study was the managers of service firms in Malaysia. The main data collection method was self-administered questionnaires. This technique is less costly and less time consuming since the questionnaires can be distributed to a large number of respondents at the same time (Bryman, 2012). Also, not much skill is required for using this technique as compared to interview (Sekaran, 2003).

3.2 Population, Sample and Sampling Procedures

The population of the study was managers from Malaysian service firms. According to Dirks and Ferrin (2001), as cited in Hansen, Dunford, Boss, Boss, and Angerneier (2011), managerial character and actions have great impact on the perception of companies' trustworthiness. Managers have also the responsibility to carefully select CSR practices to be implemented so that they are compatible with firm's overall strategy (Crifo, Diaye, & Pekovic, 2015).

Malaysian service industry was selected as the target population of this study as it contributed 54.6% to the Malaysia's GDP in 2012 (Department of Statistics, 2013). As stated in 10th Malaysia Plan, Malaysian government aimed to increase service industry's GDP share to 61% by 2015 (Economic Planning Unit, 2010). Besides, Malaysian service industry contributed an average of 59.28% to the employment of Malaysia in 2014 (Department of Statistics, 2014). Due to the importance of service industry on the growth of country, the improvements on the service firms have to be continuously concerned and maintained.

According to Sekaran and Bougie (2010), sampling is the choosing a number of elements from the population. In sampling, it is imperative that the samples are representative of the entire population (Narehan, Hairunnisa, Norfadzillah, and Freziamella, 2014). It helps to reduce research costs, provides greater accuracy, flexibility and speed (Cochran, 1977). The study of sample is likely to produce a more reliable result as study of whole population is restricted to time, cost and other human resources (Sekaran, 2003). Hinkin (1995) proposed that a suitable sample size should have an item to response ratios ranged from as low as 1:4 to as high as 1:10 for each set of scales to be factor analyzed. The sample size of 250 was chosen as there was 59 survey items.

Simple random sampling technique was applied in this study. According to Salkind (2012), as cited in Narehan et al. (2014) this technique is the most common type of probability sampling technique. 250 service firms were drawn from Malaysia services directory provided by Malaysia External Trade Development Corporation (MATRADE) randomly. All the service firms listed in the directory will be considered and have equal chance to be selected as the sample (Sekaran & Bougie, 2010; as cited in Narehan et al., 2014). Malaysia service directory from MATRADE incorporates over 8000 service firms (MATRADE, 2013). MATRADE is the national trade promotion agency of Malaysia and it had obtained MS ISO 9001:2008 Certification (MATRADE, 2013). Hence, the samples drawn from this directory are indicated to be valid representation. Randomizer was used to select the samples.

3.3 Variables and Measurements

3.3.1 Internal CSR Measures

The IV was examined based on the five components developed by Albdour and Altarawneh (2012) which are work life balance, training and education, health and safety, human rights and workplace diversity. The IVs were adopted as they were developed as a comprehensive CSR framework in Malaysia. The questionnaire for this study made up of 59 items. Seven items of work life balance category in the questionnaire were chosen from Wong and Ko (2009), four items for training and education category were taken from Jun et al. (2006), fourteen items in health and safety category were extracted from Kilic and Selvi (2009) and seven items in human rights category were adopted from Cheruiyot and Maru (2014). Lastly, four items for workplace diversity were taken from Buckingham (2010). These items were selected due to their high reliability in the Cronbach's analysis tests (Tavakol & Dennick, 2011) done by the respective authors. Interval scale were used to evaluate the variables by measuring them with seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree. The definitions of IVs were presented in Table 3.1 while the definitions of DV and elements that formed the DV were shown in Table 3.2.

Table 3.1: Definitions of IVs

Independent Variables	Definition	Citation
Work Life Balance	A company's effort in enabling its employees to have a control over the time, place and the way they work and it is attained when an employee's right to have a satisfactory life inside and outside paid work is recognized as a norm to the joint benefit of the individual, business and society.	(Employers & Work-Life Balance, 2007; as cited in Wong & Ko, 2009)
Training and Education	A company's effort in enabling employees to widen their skills and knowledge in order to achieve greater teamwork and personal growth and development.	(Jun et al., 2006)
Health and Safety	A company's effort in ensuring healthy employees without intensive stress feeling in job environment and actions performed to prevent accidents or diseases in the workplace.	(Kilic & Selvi, 2009)
Human Rights	A company's effort in managing the basic rights and freedoms which are entitled to the employees based on the intrinsic dignity of every employee.	(Cheruiyot & Maru, 2014)
Workplace Diversity	A company's effort in managing the similarities and differences among employees in terms of qualities, beliefs, actions, values, age, gender, ethnicity and physical abilities.	(Buckingham, 2010)

Source: Developed for the research

Table 3.2: Definition of DV

Dependent Variable	Definition	Citation
Quality of Work Life	A company's effort in enabling its members to fulfill their own needs and wants through their individual experiences with the organization. The most commonly used QWL are organizational trust, organization commitment, job engagement and job satisfaction.	(Lee et al., 2012)
Elements of QWL	Definitions	Citation
Organizational Trust	A company's effort to ensure the willingness of employees to be vulnerable to the expected actions of the organization regardless of controlling or monitoring ability of the employees.	(Mayer et al., 1995; as cited in Lee et al., 2012)
Organizational Commitment	A company's effort in enduring desire to maintain a valued relationship	(Moorman et al., 1992; as cited in Lee et al., 2012)
Job Engagement	A company's effort on psychological state of employees that affect the harnessing of employees towards their work roles.	(Kahn, 1990; as cited in Ferreira & de Oliveira, 2014)
Job Satisfaction	A company's effort to ensure appraisal of employees' job performance that will lead to a positive affective and pleasure state.	(Locke, 1976; as cited in Lee et al., 2012)

Source: Developed for the research

3.3.2 Quality of Work Life

The DV, which is QWL, consists of organizational trust, organizational commitment, job engagement and job satisfaction. Generally, all the 23 items were extracted from Lee et al. (2012), Ferreira and de Oliveira (2014), and Lee et al. (2013) as they have been found related to CSR and have positive relationship in respective articles. Similarly, a seven-point Likert scale ranging from 1 = strongly disagree up to 7 = strongly agree was used.

3.4 Data Collection Method

Primary data were gathered in this study by using quantitative means. Self-administered questionnaires were developed. To assess the validity of the survey questionnaire (Liang, Ma, & Qi, 2013), a pilot test was carried out on 30 Malaysian service firms.

The questionnaires were then distributed to managers from firms in Malaysian service industry by hand and through email. We approached 422 service firms in Peninsular Malaysia especially Selangor and Kuala Lumpur and handed the questionnaires to the managers personally. This is because Selangor and Kuala Lumpur have the most service firms (Department of Statistics, 2013) and have a total economic contribution of 50% to the service sector (Department of Statistics, 2013). Emails were also sent to 28 firms selected randomly from Malaysia Services Directory provided by MATRADE (2013). Collection of data was done from August to September 2014 and January 2015.

Out of 450 questionnaires distributed, 273 questionnaires were returned, resulting in a response rate of 60.67%. However, 14 questionnaires were discarded due to incomplete data. The final usable questionnaires were 259.

3.5 Data Analysis Techniques

3.5.1 Descriptive Analysis

Descriptive data including gender, age, marital status, education level and job position were analyzed by using frequency and percentage which is deemed to be an appropriate method by Sekaran (2000). Besides, means and standard deviation (SD) were applied to analyze the results of survey items of the IVs and DV in order to identify whether the results of different variables are similar and have a clear pattern (Ferreira & de Oliveira, 2014).

Reliability test was also conducted on the survey items by using Cronbach's alpha as it is the most frequently used methods (Saunders, Lewis, & Thornhill, 2009). According to Bollen (1989), as cited in Drost (2011) reliability test is a stability and consistency of measurement which shows same results over different circumstances. Al-bdour et al. (2010), Cheruiyot and Maru (2014), and Ooi, Lee, Chong, and Lin (2011) applied Cronbach's alpha in their study. The survey items are considered reliable and consistent if the Cronbach's alpha value is more than 0.70 (Christmann & Van Aelst, 2006).

Skewness and kurtosis were used to measure the normality of the distribution (Hair, Black, Babin, & Anderson, 2010). Normality test was conducted as it is one of the assumptions that must be fulfilled so that parametric tests such as Pearson Correlation and Multiple linear regression (MLR) analysis can be carried out in this study (Saunders et al., 2009). If the skewness is within ± 1 and kurtosis is within ± 2, the data is considered normally distributed (Hair et al., 2010).

3.5.2 Inferential Analysis

In this study, Pearson's Product Moment Correlation Coefficient (PMCC) was used to determine the strength of relationship between IVs (CSR) and DV (QWL), as both IV and DV are parametric variables and normality test is met (Saunders et al., 2009). If the p-value is less than 0.05, the relationship between IVs and DV is significant (Carver, 1978).

Multicollinearity was applied to determine whether the degree of multicollinearity between IVs is high (Toebe & Filho, 2013). If the correlation coefficient is at 0.90 and above, multicollinearity problem exists (Hair, Black, Babin, Anderson, & Tatham, 2005). Besides, Hair et al. (2005) suggested that tolerance value of 0.10 or below and variance inflation factor (VIF) value of 10 or above show a high multicollinearity.

Multiple linear regression (MLR) analysis was used to determine the relationship between CSR and employees' QWL. MLR analysis is a technique used to analyze the association between a single DV and several IVs (Hair et al., 2005). To apply MLR analysis, few underlying assumptions such as normality, linearity, homoscedasticity and multicollinearity must be met (Saunders et al., 2009). MLR analysis was applied as it is suitable to test directional hypothesis and interval data which is parametric data collected in this study as shown in prior studies (Al-bdour et al., 2010; Keraita et al., 2013; Lee et al., 2013).

Table 3.3: Equation of MLR Analysis

$Y= \alpha +\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$	
Y	Quality of Work Life (QWL)
X_1	Work Life Balance
X_2	Training and Education
X_3	Health and Safety
X_4	Human Rights
X_5	Workplace Diversity
α	Intercept
β	Slopes
ε	Error term

Source: Developed for the research

Table 3.3 shows the equation of MLR analysis. It determines how strong the employees' QWL will be affected by the internal CSR practices.

CHAPTER 4: DATA ANALYSIS

4.1 Descriptive Analysis

4.1.1 Demographic Profile of the Respondents

Table 4.1: Characteristics of Respondents

		Frequency	Percentage (%)
Gender	Female	130	51.18
	Male	124	48.82
Age	25 years and below	44	17.32
	26 to 35 years	114	44.88
	36 to 45 years	65	25.59
	46 years and above	31	12.20
Education	High School	22	8.66
	Diploma	39	15.35
	Degree/Professional Qualification	176	69.29
	Master/PHD	17	6.69
	Others	0	0.00
Length of Time in Organization	Less than 1 year	25	9.84
	1-2 years	40	15.75
	3-5 years	79	31.10
	6-10 years	62	24.41
	11-20 years	39	15.35
	More than 20 years	9	3.54
Job Position	Manager/HOD	181	71.26
	GM/ CEO/Director	32	12.60
	Others	41	16.14

Primary Job Scope	Finance	49	19.29
	Marketing	33	12.99
	Production	12	4.72
	Research & Development	13	5.12
	Human Resource	29	11.42
	Administrative	47	18.5
	Information Technology	14	5.51
	Procurement	4	1.57
	Others	53	20.87

Source: Developed for the research

Table 4.1 shows the distribution of respondents by gender, age, education, length of time in organization, job position and primary job scope. A total of 254 respondents took part in this survey, of which 130 were females with a percentage of 51.18 and 124 males with a percentage of 48.82. Out of 254 respondents, 114 of the respondents, i.e. the bulk of them, are aged between 26 and 35 years (44.88%). Those aged 46 and above form the minority group with only 31 of them (12.20%). In terms of highest education completed, 176 of the respondents possess degree or professional qualifications, at 69.29%, making them the group with the highest frequency. None of the respondents has qualifications that are not listed in our questionnaires. Besides, most of the respondents, i.e. 79 of them (31.10%) have been with their organization for three to five years. Only nine (3.54%) of the respondents have been working with their organization for more than 20 years. Other than that, the data used in this study originated from 181 managers or Heads of Department and 32 general managers, Chief Executive Officers (CEOs) or directors. The remaining 41 respondents that held other positions were assistant managers and doctors. Moreover, 53 of them, forming the highest percentage of 20.87, perform primary job scopes other than those listed in the questionnaires, which include auditing, taxation, accounting, management, business advisory, medical, secretarial service and customer services. There are only 4 respondents (1.57%) involved in procurement.

Generally, the data shows that most of the respondents are female, aged between 26 and 35, and have completed degree or professional qualifications as their highest education level. In addition, most of them are managers or Head of Department who have been working with the organization for 3 to 5 years. Unexpectedly, other primary job scope that was not listed in the questionnaires has been performed by most of the respondents.

Table 4.2: Characteristics of Respondents' Organization

		Frequency	Percentage (%)
Age of Firm	≤ 10 years old	79	31.10
	> 10 years old	175	68.90
Category of Product	Education	29	11.42
	Insurance	25	9.84
	Finance	45	17.72
	Entertainment	20	7.87
	Healthcare	39	15.35
	Travel & Tourism	28	11.02
	Others	68	26.77
Numbers of Employees	Less than 200	146	57.48
	Above 200	108	42.52
Status	ISO Certified	74	29.13
	Planning to ISO Certified	54	21.26
	Non- ISO Certified	126	49.61

Source: Developed for the research

As indicated in Table 4.2, the samples represent the characteristics of respondents' organization. Out of 254 organizations, 175 of them (69%) have been established for more than 10 years while 79 organizations (31%) have been established for 10 years or less. Besides, 68 organizations, forming the highest percentage of 26.77, offer products that were not listed in our questionnaires, which include power utilities, auditing, taxation, professional services, management and man power supplies. Only 20 organizations, forming the lowest percentage of 7.87, offer entertainment services to their customers. Other than that, 146 organizations (57%) have less than 200 employees while 108 organizations (43%) have more than 200 employees. In terms of status, majority of them (126 – 49.61%) are non-ISO certified. 74 of them (29.13%) are ISO certified while the remaining 54 (21.26%) are planning to be ISO certified.

In short, most of the organizations have been established for more than 10 years with existing employees of less than 200. Furthermore, most of them are offering others services and they are non-ISO certified as well.

4.1.2 Central Tendencies Measurement of Constructs

Table 4.3: Mean & Standard Deviation

Items	Mean	S.D.	Items	Mean	S.D.	Items	Mean	S.D.
WLB1	4.6024	1.4126	HS10	5.4252	1.0294	OT5	5.5157	1.0048
WLB2	4.6929	1.4115	HS11	4.9606	1.0991	OC1	5.3031	1.0514
WLB3	4.4764	1.3736	HS12	4.9213	1.0453	OC2	4.9921	1.1524
WLB4	4.4843	1.2937	HS13	4.9606	1.0550	OC3	5.0472	1.0358
WLB5	4.4921	1.4439	HS14	5.0945	1.0402	OC4	5.1024	1.0508
WLB6	4.6811	1.3618	HR1	5.0039	0.9960	OC5	4.9724	1.2492
WLB7	4.6850	1.3612	HR2	4.9921	1.0368	OC6	4.9409	1.0891
TE1	5.2244	1.1528	HR3	4.7992	1.0421	OC7	4.7244	1.2648
TE2	5.3268	1.0851	HR4	4.9528	0.9313	OC8	4.7677	1.2468
TE3	5.4685	1.0123	HR5	4.5984	1.4016	JE1	4.8583	1.0906
TE4	5.2126	1.1430	HR6	4.9173	1.0201	JE2	4.9764	0.9938
HS1	4.7008	1.3026	HR7	5.0039	0.9881	JE3	5.1417	1.0037
HS2	4.8543	1.1449	WD1	5.1063	1.0062	JE4	5.1063	1.0295
HS3	5.0079	1.0889	WD2	4.9567	1.0069	JE5	4.8268	1.2580
HS4	4.2362	1.2665	WD3	5.2441	0.9918	JE6	5.4055	1.0083
HS5	3.9528	1.3909	WD4	4.7598	1.2736	JS1	5.1181	1.1359
HS6	4.7598	1.1461	OT1	4.9606	1.0736	JS2	5.2638	1.0950
HS7	4.7244	1.0571	OT2	5.2717	0.9373	JS3	5.3465	1.0697
HS8	4.9803	1.0386	OT3	5.1024	1.0694	JS4	5.3228	1.0734
HS9	5.1654	1.0908	OT4	5.3898	0.9949			

Source: Developed for the research

Table 4.3 shows the mean and standard deviation of all 59 survey items which are derived from five IVs and four components of DV. Basically, all the items have a mean higher than 4 except for item HS5 which is only 3.9528. '4' represents 'Neutral' in the survey questionnaire. This implies that the respondents were agreeable to our survey statements. Most of the respondents' organizations implemented CSR. The implementation of CSR has a positive effect towards the respondents' QWL. They trusted their organization and were satisfied with their current job position and job scope because 8 out of 9 items in OT and JS have a mean higher than 5, which represents 'Slightly Agree'.

Generally, 52 out of 59 items show standard deviation (SD) of more than 1. The other 7 items ranges between 0.90 and 1. The highest SD is 1.4439 while the lowest SD is 0.9313. The figures show that all the data are not widely dispersed. Although the choice of answer ranges from '1' (Strongly Disagree) to '7' (Strongly Agree), most of the data collected ranges between '3' (Slightly Disagree) and '5' (Slightly Agree).

4.2 Inferential Analysis

4.2.1 Pearson Correlation Analysis

As claimed by Chen and Krauss (2004), Pearson Correlation test can be used to determine the existence of multicollinearity problem and examine the relationship between the variables. Table 4.4 shows that the correlation between IVs.

Table 4.4 Pearson Correlation Matrix

Variables		HR	HS	TE	WD	WLB
HR	Pearson Correlation Sig.(2-tails)	1				
HS	Pearson Correlation Sig.(2-tails)	0.6366 0.0000**	1			
TE	Pearson Correlation Sig.(2-tails)	0.4515 0.0000**	0.5082 0.0000**	1		
WD	Pearson Correlation Sig.(2-tails)	0.5386 0.0000**	0.4643 0.0000**	0.3365 0.0000**	1	
WLB	Pearson Correlation Sig.(2-tails)	0.3559 0.0000**	0.5319 0.0000**	0.2247 0.0003	0.2686 0.0000**	1

**Correlations significant at the 0.0001 level (2-tailed)

Source: Developed for the research

It appears from Table 4.4 that the correlation was ordered a sequence of human rights with the highest value of 0.6323, health and safety with the value of 0.6168, training and education with the value of 0.5203, workplace diversity with the value of 0.5155 and work life balance with the value of 0.4484. In short, multicollinearity problem does not exist in this research as none of the IVs has correlation of more than 0.9 (Bagheri & Midi, 2009).

4.2.2 Multiple Linear Regression Analysis

Table 4.5: Model Summary

Root MSE	Dependent Mean	Coefficient Variation	R-square	Adjusted R-Square
0.5095	5.1068	9.9769	0.5526	0.5436

Source: Developed for the research

The table 4.5 shows that R-square is valued at 0.5526. This indicates that 55.26% of DV which is QWL can be explained by IVs which are work life balance, training and education, health and safety, human rights and work diversity. The other 44.74% of the changes in DV can be explained by other factors.

Table 4.6: ANOVA

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F value	Pr>F
Model	5	79.5217	15.9043	61.27	<.0001
Error	248	64.3784	0.2596		
Corrected Total	253	143.9000			

Source: Developed for the research

Table 4.6 shows that the F value is 61.27 and the P value is less than 0.0001. This indicates that there is at least one of the five IVs can be used to model QWL.

Table 4.7: Coefficients

Parameter Estimates							
Variable	DF	Parameter Estimate	Pr > ltl	Standardized Estimate	Tolerance	Variance Inflation	Hypotheses testing
Intercept	1	0.4941	0.0722	0	.	0	Supported
WLB	1	0.1258	0.0009	0.1696	0.7128	1.4030	Supported
TE	1	0.1736	<0.0001	0.2174	0.7073	1.4139	Supported
HS	1	0.1877	0.0158	0.1573	0.4307	2.3218	Supported
HR	1	0.2826	<0.0001	0.2807	0.5062	1.9756	Supported
WD	1	0.1639	0.0009	0.1725	0.6815	1.4675	Supported

Source: Developed for the research

Table 4.7 shows that the variation inflation factors (VIF) are lesser than 10 and the tolerance values are greater than 0.1 for all the IVs. This indicates that there is no multicollinearity problem in this research (Hair, Tatham, Anderson, & Black, 1998).

All the hypotheses were accepted as the p-value for all the IVs are lesser than 0.05 (Carver, 1978). Work life balance, training and education, health and safety, human rights and workplace diversity are significantly related to the quality of work life.

Subsequently, the multiple linear equation is formed.
$$QWL = 0.4941 + 0.1258WLB + 0.1736TE + 0.1877HS + 0.2826HR + 0.1639WD$$

The equation revealed that there is a positive relationship between IVs and DV. When the work life balance improves, the QWL improves by 0.1258 provided training and education, health and safety, human rights and work diversity remain constant. For every increase in training and education, the QWL improves by 0.1736 provided the other four IVs remain constant. The QWL improves by 0.1877 when the health and safety improves with the condition that the other four IVs remain unchanged. When the human rights improves, the QWL improves by 0.2826 if the remaining IVs remain constant. The QWL improves by 0.1639 when the workplace diversity improves given that the other four IVs remain constant.

In this model, the dominant IV is human rights followed by training and education, workplace diversity, work life balance and health and safety. This can be proved with the values of standardized estimate. In other words, the human rights is the most influential IV in improving the QWL as the value of standardized estimate (standardized estimate = 0.2807) is the highest among the five IVs.

4.3 Scale Measurement

4.3.1 Reliability

Table 4.8: Reliability Test

Independent Variables	Cronbach's Alpha	Dependent Variables	Cronbach's Alpha
WLB	0.9160	OT	0.9032
TE	0.9281	OC	0.8603
HS	0.9078	JE	0.8671
HR	0.9098	JS	0.8879
WD	0.9232		

Source: Developed for the research

A pilot test was carried out on 30 Malaysian service firms in order to ensure the validity of the survey questionnaire (Liang et al., 2013). Cronbach's alpha of every variable in the questionnaires was calculated. The result of pilot test is presented in Table 4.8.

It appears from Table 4.8 that the Cronbach's alpha ranges from 0.8603 to 0.9281. All the variables in the questionnaires are reliable and consistent as all the Cronbach's alpha value exceeded the threshold of 0.70 (Christmann & Van Aelst, 2006). Therefore, it can be concluded that the questionnaire used in this study is a reliable instrument.

4.3.2 Normality

Table 4.9: Normality Test for Pilot Test (IVs)

Independent Variables	Skewness	Kurtosis	Independent Variables	Skewness	Kurtosis
WLB1	-0.4092	-0.7699	HS8	-0.4533	-0.8535
WLB2	-0.7483	-0.5965	HS9	0.0844	-1.2470
WLB3	-0.2494	-0.3741	HS10	-0.6322	-0.5106
WLB4	-0.1344	0.0986	HS11	-0.2981	0.0015
WLB5	-0.4499	-0.2631	HS12	0.6509	0.3193
WLB6	-0.4062	0.1560	HS13	-0.3722	0.3758
WLB7	-0.1054	-0.8213	HS14	-0.1473	0.8625
TE1	-0.0918	-0.1557	HR1	0.3459	-0.8582
TE2	-0.1990	-0.5859	HR2	-0.2014	-0.4528
TE3	0.2819	0.0857	HR3	-0.0374	-0.3184
TE4	0	-0.3678	HR4	0.0939	-0.1893
HS1	-0.7245	0.5548	HR5	-0.3776	-0.3647
HS2	-0.7833	0.3131	HR6	-0.9006	0.8152
HS3	0.0410	-0.0319	HR7	-0.4659	-0.7113
HS4	-0.2242	-0.5219	WD1	-0.2867	0.5735
HS5	0.5126	-0.9784	WD2	-0.1474	0.3787
HS6	-0.7311	0.6652	WD3	-0.1292	0.6396
HS7	-0.1312	-0.0641	WD4	-0.9659	0.8786

Source: Developed for the research

Table 4.10: Normality Test for Pilot Test (DV)

Dependent Variables	Skewness	Kurtosis	Dependent Variables	Skewness	Kurtosis
OT1	-0.5841	-0.5200	OC8	0.1488	-0.9899
OT2	-0.9616	0.9569	JE1	-0.4033	0.5511
OT3	-0.1429	-0.6690	JE2	-0.3732	1.7197
OT4	-0.1577	-0.4632	JE3	-0.7146	0.9922
OT5	-0.7664	0.3305	JE4	-0.6122	0.7227
OC1	-0.8014	0.6265	JE5	0.0124	-0.6479
OC2	-0.2081	-0.6518	JE6	-0.1736	-0.4914
OC3	-0.7678	0.2713	JS1	-0.4533	1.0941
OC4	0.0668	-0.0863	JS2	-0.8714	0.8098
OC5	-0.4273	-0.4804	JS3	-0.5214	0.1345
OC6	-0.5055	0.2792	JS4	-0.6428	0.8672
OC7	-0.3970	0.4961			

Source: Developed for the research

Table 4.9 and Table 4.10 illustrate the result of normality test conducted during the pilot test. Normality test was performed as it is one of the assumptions that have to be fulfilled in order to conduct parametric tests. Skewness and kurtosis was used to determine the distribution of data (Saunders et al., 2009). According to Hair et al. (2010), normality test is met if the skewness is within ±1 and kurtosis is within ±2.

The result of normality test conducted during the pilot test as shown in Table 4.9 and Table 4.10 reveals that the skewness of all the items in the questionnaires ranges from -0.9659 to 0.6509 while the kurtosis ranges from -1.2470 to 1.7197. Therefore, the data is normally distributed as the skewness ranges between -1 and 1 and kurtosis ranges between -2 and 2 (Hair et al., 2010).

Table 4.11: Normality Test for Final Test (IVs)

Independent Variables	Skewness	Kurtosis	Independent Variables	Skewness	Kurtosis
WLB1	-0.5326	-0.5227	HS8	-0.4085	-0.1580
WLB2	-0.4538	-0.6833	HS9	-0.6645	0.4446
WLB3	-0.2869	-0.6351	HS10	-0.7286	0.1010
WLB4	-0.4508	-0.1059	HS11	-0.1737	-0.0899
WLB5	-0.3891	-0.5420	HS12	0.0747	-0.3965
WLB6	-0.7224	0.1772	HS13	0.0586	-0.6638
WLB7	-0.3524	-0.7262	HS14	-0.2330	-0.4698
TE1	-0.5571	-0.0331	HR1	-0.3708	0.0254
TE2	-0.6046	-0.4697	HR2	-0.5418	0.3371
TE3	0.3745	-0.0291	HR3	-0.2656	-0.6833
TE4	-0.3608	-0.4584	HR4	-0.4087	-0.0799
HS1	-0.5225	-0.2964	HR5	-0.4641	-0.1633
HS2	-0.5557	-0.1694	HR6	-0.3061	0.4599
HS3	-0.3860	0.0497	HR7	-0.1566	-0.7615
HS4	-0.1587	-0.2991	WD1	-0.5201	0.0845
HS5	0.1738	-0.5164	WD2	-0.4279	0.4409
HS6	-0.5345	0.0907	WD3	-0.4326	0.4844
HS7	-0.3405	-0.0005	WD4	-0.5243	0.0428

Source: Developed for the research

Table 4.12: Normality Test for Final Test (DV)

Dependent Variables	Skewness	Kurtosis	Dependent Variables	Skewness	Kurtosis
OT1	-0.3656	-0.2713	OC8	-0.5380	0.2799
OT2	-0.4801	0.4729	JE1	-0.5263	0.3420
OT3	-0.5183	0.1668	JE2	-0.4396	0.7443
OT4	-0.4566	0.0991	JE3	-0.4062	0.0728
OT5	-0.6561	0.3074	JE4	-0.4119	-0.0062
OC1	-0.7145	0.2746	JE5	-0.4495	-0.2431
OC2	-0.3282	-0.6212	JE6	-0.7650	1.5124
OC3	-0.4822	-0.1462	JS1	-0.6091	0.6117
OC4	-0.3092	-0.4818	JS2	-0.7760	1.0045
OC5	-0.6220	0.0151	JS3	-0.8835	1.7243
OC6	-0.3817	-0.1668	JS4	-0.6535	0.9115
OC7	-0.4846	0.0245			

Source: Developed for the research

Table 4.11 and Table 4.12 reveal the result of normality test conducted during the final test. As depicted in Table 4.11 and Table 4.12, the skewness of all the items in the questionnaires ranges from -0.8835 to 0.3745 while the kurtosis ranges from -0.7615 to 1.7243. Since the skewness ranges between -1 and 1 and kurtosis ranges between -2 and 2, the data is normally distributed (Hair et al., 2010). Therefore, the data is considered as parametric data and parametric tests can be conducted.

CHAPTER 5: DISCUSSION, CONCLUSION AND LIMITATION

5.1 Summary of Results

The data shows that most of respondents are female with the age of 26 to 35, completing degree or professional qualifications as their highest education level. Majority of them have been working with the organization for 3 to 5 years as managers or Head of Department. The target respondents are claimed to be representative as they have high education level and position.

The data is valid and reliable as it passed normality and reliability test. There is also no multicollinearity problem since none of the IVs has correlation of more than 0.9. The variation inflation factors (VIF) are lesser than 10 and the tolerance values are greater than 0.1 for all the IVs. This further proves that there is no multicollinearity problem in this research (Hair et al., 1998).

The Cronbach's alpha ranges from 0.8603 to 0.9281 which exceeded the threshold of 0.70. This shows that all the items in the questionnaires are reliable and consistent (Christmann & Van Aelst, 2006). Therefore, it can be concluded that the questionnaire used in this study is a reliable instrument. The data is normally distributed since the skewness ranges between -1 and 1 and kurtosis ranges between -2 and 2 for both pilot test and final test. Therefore, parametric test can be conducted.

For multiple regression analysis, the R-square is valued at 0.5526. This indicates that 55.26% of DV which is QWL can be explained by IVs which are work life balance, training and education, health and safety, human rights and workplace diversity. All the IVs have positive and significant relationship with the DV. Human rights has the strongest correlation with the value of 0.6323 while work life balance has weakest correlation with the value of 0.4484.

5.2 Discussion of Results

The main purpose of this research is to study the relationship of internal CSR practices and QWL in the service industry of Malaysia. The findings have proven that there is significant and positive relationship between work life balance, training and education, health and safety, human rights and workplace diversity with organizational trust, organizational commitment, job engagement and job satisfaction. The QWL improves if internal CSR practices have been improved.

The first element which is work life balance has significant and positive relationship with QWL. This is in line with the past studies of Albdour and Altarawneh (2012), Devi and Nagini (2013), Keraita et al. (2013), ProtusKiprop et al. (2015), and Yadav and Dabhade (2013). It is believed that when work life balance is achieved of which flexible work schedules and special leaves are given, the employees will be able to balance their responsibilities in the organization and outside the organization. So, the QWL is attained. Service firms could implement this practice by providing flexible working hours and work from home which would result in better work life balance and thus enhancing employees' QWL.

Training and education as the second element is found to have significant and positive relationship with QWL and concurs with the past studies of Al-bdour et al. (2010), Budria (2012), Kabak et al. (2014), Keraita et al. (2013), and Pasaoglu and Tonus (2014). As training and education is provided by the companies, the employees perceive that they will be able to perform the job in the manner that the organization expected on them. Employees will be more engaged to their jobs and thus improve their QWL. Service quality is an important aspect that the service firms should emphasize on. So, providing training which emphasizes on service quality would be suitable for the service firms in order to achieve better QWL.

Health and safety, in line with the studies of Grawitch et al. (2007), Hadjimanolis and Boustras (2013), Kilic and Selvi (2009), Santoso (2014), and Yusuf et al. (2012) works are found to have significant and positive relationship with QWL. Employees feel more secured and safe if they work in companies which invest in the health and safety practices. The positive attitude in performing the jobs will then arise and employees will be more committed to work. However, health and safety is the least significant determinant of QWL as compared with the other four IVs as some of the companies will choose not to invest in this area if they perceive that these practices are not vital. Therefore, service firms should select appropriate health and safety practices based on their nature of services provided. For instance, construction service firms should provide appropriate protective garments for employees. Thus, the employees would feel safe and comfort in the working environment and enhance their QWL.

Human rights, as the most significant determinant of QWL, is in line with Al-bdour et al. (2010) and Albdour and Altarawneh (2012), Cheruiyot and Maru (2014), Santoso (2014), and Shen and Zhu (2011). Human rights is being viewed as the most significant determinant of QWL from our target respondents who are highly educated. Due to their high position in company and educational level, they will have a higher sense of dignity. They perceive that the human rights is the most important element in determining their QWL. Hence, it is vital for service firms to implement this practice such as by promoting equal access to employment opportunities in the workplace in order to achieve QWL as it is the most significant determinant of QWL.

The last element which is workplace diversity is found to have significant and positive relationship with QWL. It is consistent with the studies of Buckingham (2010), Goyal and Shrivastava (2013), Keraita et al. (2013), Madera et al. (2013), and Menassa (2007). If the companies manage workplace diversity well, the value of human differences will be respected regardless of different races, ethnicity, backgrounds and styles. Hence, the QWL will be improved as they have strong sense of belongingness to the companies. For example, people in service firms should share their knowledge and expertise with each other regardless of ethnicity or race.

With the implementation of work life balance, training and education, health and safety, human rights and workplace diversity practices, service firms could achieve better QWL.

5.3 Implication

Theoretically, this study benefits the body of literature by **filling up the research gap**. Most of the past studies focused more on external CSR (Cornelius et al., 2008). They rarely focus on internal CSR (Cornelius et al., 2008). Therefore, this study contributed by adding to the knowledge of internal CSR by examining its effect on employees' QWL. Researches can also **retest the internal CSR model** adopted in this study on other industries and countries. As there is no a fix model of internal CSR, further testing and modification could be done on the model of this study to construct a fix model of internal CSR practices that is representative of the whole economy of a country. In addition, the dimensions QWL that were widely used by many researches, including organizational trust (Lee et al., 2012; Lee et al., 2013; Vlachos, Panagopoulos, & Rapp, 2013), organizational commitment (Al-bdour et al., 2010; Keraita et al., 2013; Turker, 2009), job engagement (Albdour & Altarawneh, 2012; Alfermann, 2011; Ferreira & de Oliveira, 2014) and job satisfaction (Devi & Nagini, 2013; Kilic & Selvi, 2009; Vlachos et al., 2010) **can also be adopted as the elements of QWL** in future.

Practically, this study may contribute by **increasing the awareness of managers** of Malaysian service firms on the interrelatedness of internal CSR and employees' QWL. Managers may **implement** all the five internal CSR practices of this study as all the practices affect employees' QWL significantly and positively. For example, organizations may construct and implement policies of compensation and benefit (Sageer, Rafat, & Agarwal, 2012) to ensure fair and equitable rewards (Goel, Sharma, & Sharma, 2012). Organizations can also ensure that the working environment and condition is safe and comfortable to increase employees' QWL (Sageer et al., 2012). In this way, the organizations will be able to **resolve QWL issues** that arise in the organization as well as **attract and retain top talent**.

5.4 Limitation and Recommendation

5.4.1 Limitations of Study

The first limitation of this study is the targeted population. In this study, only the service industry was included. Therefore, the result generated only limited to service industry and not applicable to other industry such as manufacturing industry.

The second limitation is this study only conducts cross sectional model which means the response was gathered based on the particular study time frame. In a simpler way, the result obtained in this study is just from a single moment and cannot be treated as definite result.

Last but not least, only survey questionnaire was used to collect the data. The data was collected from managers by face to face distribution and via email. As a result, the findings may be threatened by response bias. The respondents might respond in a way to show a more favourable picture of their organization. For example, the organization might not provide the necessary training programs to its employees. However, the respondents did not answer based on the fact, but lie in the questionnaire that they received sufficient training from the organization to conduct their job effectively in order to protect their organizations' image and reputation. Apart from that, most of the respondents were busying with their work. They might get irritated by the number of questions to be answered and fill up the questionnaires without understanding the questions. Hence, the interpretation and the comprehension on the questionnaire might be affected.

5.4.2 Recommendations for Future Research

It is recommended that both service and manufacturing industries be selected as the population in future studies. There are a few past studies related to external CSR carried out on both service and manufacturing firms as it could contribute in a more accurate and meaningful finding (Chapagain, 2010; Kim, Lee, Lee, & Kim, 2010; Turker, 2009). Since this study is the area of CSR, it is reasonable for future researches to conduct a study on internal CSR by targeting both service and manufacturing firms. It may reflect how employees from different industries respond towards the implementation of internal CSR (Perks, Farache, Shukla, & Berry, 2013). Besides, a cross-regional study can also be conducted by collecting data from other countries to carry out a more comprehensive study. In this way, a wider generalization of result could be obtained (Mueller, Spiess, Hattrup, & Nick, 2012).

Subsequently, researchers may conduct a longitudinal study in future. This approach was adopted by Saleh (2009) in his research on CSR in an emerging market. In this way, the responses of employees towards the implementation of CSR in different time frame could be observed (Das, Dixon, & Micheal, 2015; Perks et al., 2013). Bias contributed by time delay either prior to or after the research period could also be prevented (Vlachos et al., 2013). It can also avoid the intervention of contaminating factors (Vlachos et al., 2013).

It is also recommended for future researches to use questionnaires along with in-depth interview as the data collection method (Houghton et al., 2009). Through interview sessions, as cited in Houghton et al. (2009), researchers can eliminate ambiguity or confusion in the respondent's mind. A more truthful response can also be obtained from the interviewee. Data can be obtained on the spot without any delay and time spent on collecting back the survey questionnaires can also be saved.

5.5 Conclusion

In conclusion, internal CSR practices have influential effects on employees' QWL. More specifically, work life balance, training and education, health and safety, human rights, and workplace diversity have significant and positive impact on employees' QWL. In other words, our research objective which is to investigate whether internal CSR, namely work life balance, training and education, health and safety, human rights and workplace diversity influences employees' QWL have been fulfilled. The result shows that all the five internal CSR practices have influential effect on QWL.

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APPENDIX A

REVIEW OF PAST EMPIRICAL STUDY

	Study	Country	Independent variables	Dependent variables	Methodology	Results
1	Albdour & Altarawneh, 2012	Jordan	Internal CSR: - Work life balance - Training and education - Health and safety - Human rights - Work diversity	Employee engagement: - Job engagement (JE) - Organizational engagement (OE)	Target respondents: Frontline employees working in banking sector in Jordan No. of usable survey: 336	Significant and positive
2	Al-bdour, Nasruddin, & Soh, 2010	Jordan	Internal CSR: - Training and education - Health and safety - Human rights - Workplace diversity - Work life balance	Organizational commitment	Target respondents: Frontline employees from banking sector No. of usable survey: 294	Significant and positive
3	Buckingham, 2010	USA	Workplace diversity awareness	Job satisfaction	Target respondents: Employees from research, development & engineering sector in Fortune 500 companies No. of usable survey: 139	Significant and positive

	Study	Country	Independent variables	Dependent variables	Methodology	Results
4	Budria (2012)	Spain	Employer-provided training	Job satisfaction	Target respondents: Individuals in 1994–2001 waves of the Spanish sample of the European Community Household Panel No. of usable survey: 17,632 observation	Significant and positive
5	Cheruiyot & Maru, 2014	Kenya	Dimensions of corporate human rights social responsibility: - Job related rights - Right to equality and social protection - Right to social insurance - Right to social guarantee - Right to secure and adequate facilities - Right to just and favorable work conditions - Right to decency rest and leisure at work - Right to strike - Right to adequate/improved standard of living - Rights of children and mothers	Dimensions of employee job outcomes: -Employee retention -Sense of organization commitment -Sense of employee satisfaction -Employee job orientation -Sense of organizational price -Employee satisfaction with pay and sense of possible success -Employee sense of self	Target respondents: Employees from three largest horticultural exporters in Kenya No. of usable survey: 450	Significant effect

		Study	Country	Independent variables	Dependent variables	Methodology	Results
6		Devi & Nagni, 2013	Vijayawada	- Work life balance - Burnout	Job satisfaction	Target respondents: Employees working in banking sector in Vijayawada No. of usable survey: 103	Significant and positive: - Work life balance Negative: - Burnout
7		Grawitch, Trares, & Kohler, 2007	United States	Satisfaction with health and safety practices	Employee outcome: - Affective commitment - Emotional exhaustion - Employee well being - Turnover intention	Target respondents: Staff of Midwestern University No. of usable survey: 152	Significant and positive
8		Goyal & Shrivastava, 2013	India	Organizational diversity climate	- Employee satisfaction - Intent to leave	Target respondents: Professionals in IT sector No. of usable survey: 519	Significant and positive
9		Hadjimanolis & Boustras, 2013	Europe	Health and safety policies	- Job satisfaction - Organizational commitment - Safety climate	Target respondents: Employees of service and manufacturing firms No. of usable survey: 270	Significant and positive

	Study	Country	Independent variables	Dependent variables	Methodology	Results
10	Kabak, Sen, Gocer, Kucuksoylemez, & Tuncer (2014)	Turkey	TQM Practices: - Employee training and education - Employee relations and teamwork - Employee reward and recognition - Quality culture - Employee Empowerment	Job satisfaction	Target respondents: Employees from SME in service industry No. of usable survey: Not stated	Significant
11	Keraita, Oloko, & Elijah, 2013	Kenya	Internal CSR: - Safety - Work life balance - Training - Work place diversity	Employee commitment	Target respondents: Frontline employees from banking sector No. of usable survey: 45	Significant and positive
12	Madera, Dawson, & Neal, 2013	State of Texas	Perceived diversity climate	- Role ambiguity - Role conflict - Job satisfaction	Target respondents: Hotel & lodging managers No. of usable survey: 130	Significant and positive
13	Menassa, 2007	Canada	Workplace diversity climate	- Organizational commitment - Job satisfaction	Target respondents: Full-time and part-time employees No. of usable survey: 311	Significant and positive

	Study	Country	Independent variables	Dependent variables	Methodology	Results
14	Pasaoglu & Tonus (2014)	Turker	Human Resources: - Management practices - Wage management - Education and development - Performance management Career management	Job satisfaction	Target respondents: blue and white-collar human resources from five private hospitals in Eskisehir Province No. of usable survey: 264	Significant and positive
15	ProtusKiprop, Kemboi & Mutai, 2015	Kenya	- Workplace health and safety conditions - Work life balance - Pay and benefits - Equality and diversity	Job satisfaction	Target respondents: Employees in commercial banks No. of usable survey: 165	Significant and positive
16	Santoso, 2014	Indonesia	Internal CSR: - Training and education - Health and safety - Human rights - Workplace diversity - Work life balance	- Job engagement - Affective Commitment	Target respondents: employees in XYZ Hotel Surabaya No. of usable survey: 90	Significant and positive
17	Selvi & Kilic, 2009	Turkey	Occupational health and safety risk factors: - Physical - Biological - Chemical - Social psychological	Job satisfaction	Target respondents: Employees of eight five-star hotels in Istanbul No. of usable survey: 204	Significant and negative

	Study	Country	Independent variables	Dependent variables	Methodology	Results
18	Shen & Zhu, 2011	Southwest People's Republic of China (PRC)	Labor-related legal compliance HRM	- Affective commitment - Normative commitment - Continuance commitment	Target respondents: Managers and employees in two large aluminium manufacturing companies No. of usable survey: 784	Significant and positive
19	Yadav & Dabhade, 2013	India	Work life balance	Job satisfaction	Target respondents: Women employees working in the city head office and other selected branches of state bank of India in Bhopal city No. of usable survey: 100	Significant and positive
20	Yusuf, Eliyana, & Sari, 2012	Indonesia	Occupational safety and health	- Employee satisfaction - Employee performance	Target respondents: Production employees in furniture companies No. of usable survey: 250	Significant and positive

APPENDIX B

OPERATIONALIZATION OF THE MODEL VARIABLES

Variables	Items	Description	Citation
Work life balance	WLB 1	I have enough time for my friends.	(Wong & Ko, 2009)
	WLB 2	I have enough time for my family.	
	WLB 3	I have enough time after work to carry out personal matters.	
	WLB 4	I have personal discretion over my starting and finishing time.	
	WLB 5	I can change my roaster if the daily working hours are not consistent.	
	WLB 6	I can schedule my preferred days off supported by my team.	
	WLB 7	I can finish my work within my contracted hours.	
Training and education	TE 1	I have received sufficient training at this firm to do my job effectively.	(Jun, Cai, & Shin, 2006)
	TE 2	I am trained in quality improvement skills.	
	TE 3	Much of the training at our facility emphasizes product and service quality.	
	TE 4	I am trained in group-discussion and communication techniques.	

Variables	Items	Description	Citation
Health and safety	HS 1	Working and recreation hours are balanced.	(Kilic & Selvi, 2009)
	HS 2	The works appropriate for the personnel's physical and mental capacity are given.	
	HS 3	The personnel are awarded or honoured.	
	HS 4	The factors likely to cause stress are eliminated.	
	HS 5	Working hours are intensive and irregular.	
	HS 6	The wages (salaries) are sufficient.	
	HS 7	There is a fair promotion system.	
	HS 8	The working environment is sufficiently enlightened.	
	HS 9	The humidity and the temperature of the working environment are appropriate.	
	HS 10	The ground is always clean and dry.	
	HS 11	The necessary measures for the cutters, drillers and the hurtful are taken.	
	HS 12	The preventive measures are taken against the blast.	
	HS 13	The protective garments appropriate for the work I worn.	
	HS 14	Regular maintenance of the tools, materials and equipments is done.	
Human rights	HR 1	My job/employer guarantees the highest attainable standard of physical and mental health.	(Cheruiyot & Maru, 2014)
	HR 2	My education background has guarantees my full development and sense of dignity.	
	HR 3	My employer/job has promoted and supported my participation in cultural life.	
	HR 4	I feel guaranteed equal access to employment opportunities in the workplace.	
	HR 5	My job/employer sets a minimum age of employment.	
	HR 6	My employer ensures security of tenure free of discrimination.	
	HR 7	My employer has taken specific steps to create conditions to ensure equal and timely access.	

Variables	Items	Description	Citation
Organizational trust	OT 1	My company tries to meet my expectation.	(Lee, Kim, Lee, & Li, 2012)
	OT 2	My company is committed to proper management practices.	
	OT 3	My company is committed to understand employees.	
	OT 4	My company has an overall responsibility.	
	OT 5	I trust my company.	
Organization Commitment	OC 1	I feel like 'part of the family' at my company.	(Lee, Kim, Lee, & Li, 2012)
	OC 2	I feel 'emotional attached' to my company.	
	OC 3	This company has a great deal of personal meaning for me.	
	OC 4	I feel a strong sense of belonging to my company.	
	OC 5	It would be very hard for me to leave this company right now, even if I wanted to.	
	OC 6	Right now, staying with this company is a matter of necessary as much as desire.	
	OC 7	I feel that I have too few options to consider leaving this company.	
	OC 8	One of the few serious consequences of leaving this company would be the scarcity of available alternatives.	
Job Engagement	JE 1	At my work, I feel bursting with energy.	(Ferreira & Oliveira, 2014)
	JE 2	At my job, I feel strong and vigorous.	
	JE 3	I am enthusiastic about my job.	
	JE 4	My job inspires me.	
	JE 5	When I get up in the morning, I feel like going to work.	
	JE 6	I am proud of the work that I do.	
Job Satisfaction	JS 1	I think my job is fun.	(Lee, Song, Lee, Lee, & Bernhard, 2013)
	JS 2	I feel comfortable with my job.	
	JS 3	I feel satisfied with my job.	
	JS 4	I am passionate about my work.	

APPENDIX C

SURVEY QUESTIONNAIRE

UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

17 September 2014

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Commerce (HONS) Accounting* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.
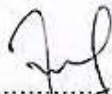
The students are as follows:

Name of Student	Student ID
Irene Lee Yih Ching	11ABB04123
Kung Ling Yin	11ABB03419
Ong Huey Pei	11ABB06158
Seah Yong Zhi	11ABB03417
Yeoh Pei Pei	11ABB02973

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

....
Mr Fong Choong Ee
Head of Department,
Faculty of Business and Finance
Email: fongce@utar.edu.my

....
Ms Lee Voon Hsien
Supervisor,
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Does Corporate Social Responsibility Affects Employees' Quality of Work Life?
A Study on Malaysian Service Firms

Survey Questionnaire

The purpose of this survey is to study the impact of corporate social responsibility (CSR) on quality of work life among employees. It will take you less than 10 minutes to complete this questionnaire. All responses will be kept strictly confidential.

Thank you for your participation.

Instructions:

There are FOUR (4) sections in this questionnaire. Please answer ALL questions truthfully.

Section A: Demographic Profile

Please tick in the appropriate boxes.

QA 1: Gender:
□ Female
□ Male

QA 2: Age:
□ 25 years and below
□ 26 to 35 years
□ 36 to 45 years
□ 46 years and above

QA 3: Marital status: □ Single   □ Married

QA 4: Highest education completed:
        □ High School
□ Diploma
□ Degree/ Professional qualification
□ Master/ PHD
□ Others (Please Specify): _____

QA 5: Length of time with your organization:
□ Less than 1 Year
□ 1-2 Years
□ 3-5 Years
□ 6-10 Years
□ 11-20 Years
□ More than 20 Years

QA 6: Your job position:
□ Manager/ Head of department
□ General manager/ Chief of executive officer/ Director
□ Others (Please specify): _____

QA 7: Your primary job scope:
□ Finance
□ Marketing
□ Production
□ Research and development
□ Human Resource
□ Administration
□ Information Technology
□ Procurement
□ Others (Please specify): _____

Section B: Details of Organization

Please tick in the appropriate boxes.

QB 1: Age of the firm:
□ ≤ 10 Years Old
□ > 10 Years Old

QB 1: Category of your organization's product:
□ Education
□ Insurance
□ Finance
□ Entertainment
□ Healthcare
□ Travel and tourism
□ Others (Please specify): _____

QB 3: Number of employees in your organization:
□ Less than 200
□ Above 200

QB 4: Status of your organization:
□ ISO Certified
   If yes, how long has your organization been committed to the certification?
   Please specify: _____
□ Planning to ISO certification
□ Non-ISO Certified

Section C: Corporate Social Responsibility (CSR)

This section relates to the implementation of CSR in your company. Please indicate the extent to which you agree or disagree with each statement using 7 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = slightly disagree; (4) = neutral; (5) = slightly agree; (6) = agree and (7) = strongly agree] response framework. Please circle one number for every question.

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
C1	**Work Life Balance**							
WLB 1	I have enough time for my friends.	1	2	3	4	5	6	7
WLB 2	I have enough time for my family.	1	2	3	4	5	6	7
WLB 3	I have enough time after work to carry out personal matters.	1	2	3	4	5	6	7
WLB 4	I have personal discretion over my starting and finishing times.	1	2	3	4	5	6	7
WLB 5	I can change my roster if the daily working hours are not consistent.	1	2	3	4	5	6	7
WLB 6	I can schedule my preferred days off supported by my team.	1	2	3	4	5	6	7
WLB 7	I can finish work within my contracted hours (e.g. 8 hours per shift).	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
C2	**Training and Education**							
TE 1	I have received sufficient training at this firm to do my job effectively.	1	2	3	4	5	6	7
TE 2	I am trained in quality improvement skills.	1	2	3	4	5	6	7
TE 3	Much of the training at our facility emphasizes product and service quality.	1	2	3	4	5	6	7
TE 4	I am trained in group-discussion and communication techniques.	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
C3	**Health and Safety**							
HS 1	Working and recreation hours are balanced.	1	2	3	4	5	6	7
HS 2	The works appropriate for the personnel's physical and mental capacity are given.	1	2	3	4	5	6	7
HS 3	The personnel are awarded or honoured.	1	2	3	4	5	6	7
HS 4	The factors likely to cause stress are eliminated.	1	2	3	4	5	6	7
HS 5	Working hours are intensive and irregular.	1	2	3	4	5	6	7
HS 6	The wages (salaries) are sufficient.	1	2	3	4	5	6	7
HS 7	There is a fair promotion system.	1	2	3	4	5	6	7
HS 8	The working environment is sufficiently enlightened.	1	2	3	4	5	6	7
HS 9	The humidity and the temperature of the working environment are appropriate.	1	2	3	4	5	6	7
HS10	The ground is always clean and dry.	1	2	3	4	5	6	7
HS11	The necessary measures for the cutters, drillers and the hurtful are taken.	1	2	3	4	5	6	7
HS12	The preventive measures are taken against the blast.	1	2	3	4	5	6	7
HS13	The protective garments appropriate for the work I worn.	1	2	3	4	5	6	7
HS14	Regular maintenance of the tools, materials and equipments is done.	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
C4	**Human Rights**							
HR 1	My job/employer guarantees the highest attainable standard of physical and mental health.	1	2	3	4	5	6	7
HR 2	My education background has guarantees my full development and sense of dignity.	1	2	3	4	5	6	7
HR 3	My employer/job has promoted and supported my participation in cultural life.	1	2	3	4	5	6	7
HR 4	I feel guaranteed equal access to employment opportunities in the workplace.	1	2	3	4	5	6	7
HR 5	My job/employer sets a minimum age of employment.	1	2	3	4	5	6	7
HR 6	My employer ensures security of tenure free of discrimination.	1	2	3	4	5	6	7
HR 7	My employer has taken specific steps to create conditions to ensure equal and timely access.	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
C5	**Workplace Diversity**							
WD1	When people have a different culture, background, or style, they take the time to explain and try to understand the other's point of view.	1	2	3	4	5	6	7
WD2	When people in our group take offense or miscommunication occurs, they sit down and talk about the differences until they understand each other.	1	2	3	4	5	6	7
WD3	Employees share their knowledge and expertise with other employees regardless of ethnicity or race.	1	2	3	4	5	6	7
WD 4	People in our workgroup don't notice culture or ethnicity differences because they think we are all the same.	1	2	3	4	5	6	7

Section D: Quality of Work Life (QWL)

This section relates to the degree to which you are able to satisfy your important personal needs through your experiences in your organization. Please indicate the extent to which you agree or disagree with each statement using 7 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = slightly disagree; (4) = neutral; (5) = slightly agree; (6) = agree and (7) = strongly agree] response framework. Please circle one number for every question.

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
D1	Organizational Trust							
OT 1	My company tries to meet my expectation.	1	2	3	4	5	6	7
OT 2	My company is committed to proper management practices.	1	2	3	4	5	6	7
OT 3	My company is committed to understand employees.	1	2	3	4	5	6	7
OT 4	My company has an overall responsibility.	1	2	3	4	5	6	7
OT 5	I trust my company.	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
D2	Organizational Trust							
OC 1	I feel like 'part of the family' at my company.	1	2	3	4	5	6	7
OC 2	I feel 'emotional attached' to my company.	1	2	3	4	5	6	7
OC 3	This company has a great deal of personal meaning for me.	1	2	3	4	5	6	7
OC 4	I feel a strong sense of belonging to my company.	1	2	3	4	5	6	7
OC 5	It would be very hard for me to leave this company right now, even if I wanted to.	1	2	3	4	5	6	7
OC 6	Right now, staying with this company is a matter of necessary as much as desire.	1	2	3	4	5	6	7
OC 7	I feel that I have too few options to consider leaving this company.	1	2	3	4	5	6	7
OC 8	One of the few serious consequences of leaving this company would be the scarcity of available alternatives.	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
D3	Job Engagement							
JE 1	At my work, I feel bursting with energy.	1	2	3	4	5	6	7
JE 2	At my job, I feel strong and vigorous.	1	2	3	4	5	6	7
JE 3	I am enthusiastic about my job.	1	2	3	4	5	6	7
JE 4	My job inspires me.	1	2	3	4	5	6	7
JE 5	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
JE 6	I am proud of the work that I do.	1	2	3	4	5	6	7

No	Questions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
D4	Job Satisfaction							
JS 1	I think my job is fun.	1	2	3	4	5	6	7
JS 2	I feel comfortable with my job.	1	2	3	4	5	6	7
JS 3	I feel satisfied with my job.	1	2	3	4	5	6	7
JS 4	I am passionate about my work.	1	2	3	4	5	6	7

APPENDIX D

OTHER RELEVANT MATERIALS

Appendix 1.1: About GRI

Appendix 1.2: Contribution of Services Sector to the Economy

Appendix 3.1: Malaysia External Trade Development Corporation (MATRADE)

Appendix 3.2: Distribution of Malaysian Service Firms by States
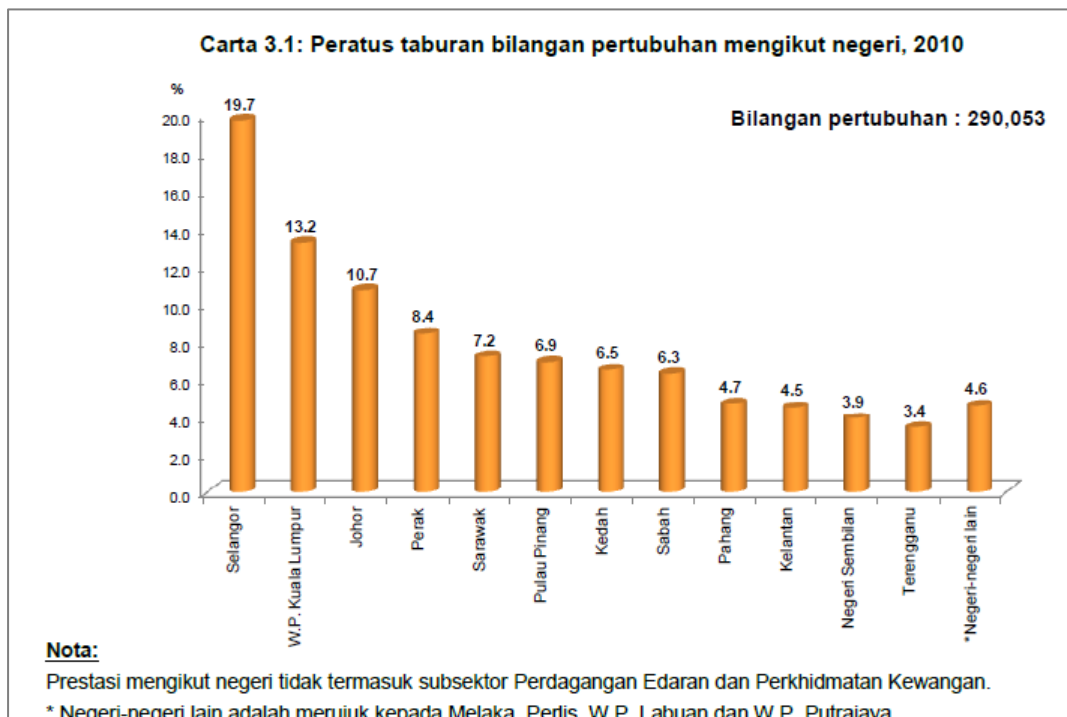
Appendix 3.3: Percentage Share of Services Sector by State, 2012

Chart 3: Percentage Share of Services Sector by State, 2012

*Includes WP Putrajaya